ESTIMATES

Citizenship and Immigration Canada

Performance Report

For the period ending
March 31, 2000

Canada

101-02930/

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities.*

©Minister of Public Works and Government Services Canada — 2000

Available in Canada through your local bookseller or by mail from

Canadian Government Publishing — PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/32-2000
ISBN 0-660-61426-X

Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000.*

This ***Departmental Performance Report,*** covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp

Comments or questions can be directed to the TBS Internet site or to:

Planning, Performance and Reporting Sector
Treasury Board Secretariat
L'Esplanade Laurier
Ottawa, Ontario, Canada
K1A OR5
Tel: (613) 957-7167
Fax (613) 957-7044

Citizenship and Immigration Canada

Performance Report

For the period ending

March 31, 2000

Approved by

The Honourable Elinor Caplan
Minister of Citizenship and Immigration

Table of Contents

Section I: Minister's Message **3**

Section II: Departmental Performance **5**
- Chart of Key Results Commitments 5
- Context 6
- Department-wide Performance Accomplishments 8
- Performance Accomplishments by Business Line 15
  - Maximizing Benefits of International Migration 15
  - Maintaining Canada's Humanitarian Tradition 22
  - Promoting the Integration of Newcomers 27
  - Managing Access to Canada 32
  - Providing Corporate Services 37

Section III: Consolidated Reporting **41**

Section IV: Financial Performance **45**
- Financial Performance Overview 45

Section V: Departmental Overview **51**
- Mandate and Mission 51
- Departmental Organization 51
- Organizational Chart 52

Section VI: Supplementary Information **53**
- Departmental Web Site and Addresses 53
- Legislation and Associated Regulations 56
- List of Statutory Annual Reports and Other Departmental Reports 57

Index **59**

Annexes **61**
- Annex 1 - Chart of CIC's Clients and Stakeholders 61
- Annex 2 - Table of Federal-Provincial/Territorial Agreements 62

Section I: Minister's Message

I am pleased to submit to Parliament and the people of Canada, Citizenship and Immigration Canada's (CIC) *Departmental Performance Report* for 1999-2000. This past year was marked by exceptional challenges and achievements.

From the beginning of the year, unforeseeable events tested and proved our commitment to work internationally and domestically with our partners to offer humanitarian assistance and to maintain the security of our borders under exceptional circumstances. In the spring of 1999, CIC responded quickly, flexibly and effectively to an urgent, unprecedented request by the United Nations High Commissioner for Refugees (UNHCR) to provide humanitarian assistance to Kosovar refugees by offering safe haven to over 5,000 people in need of protection. Within the same three-month period, we also admitted almost 3,000 Kosovars with special needs or for family reunification purposes. Shortly thereafter, boat arrivals off the coast of British Columbia tested our ability to deal effectively with criminally organized smuggling and trafficking in human beings. Again, working with our domestic and international partners, CIC responded quickly and effectively, identifying, intercepting, boarding and apprehending the boats.

These events underline how global developments are rapidly changing the nature and pace of migration. Among many influences, increased economic integration and competition have meant the freer movement of capital, goods and people. But with these changes come new challenges. We are adjusting to increased competition for the skilled workers, business people, visitors and foreign students who will help Canada to expand its global links, human capital and skills base. We are looking at new ways to facilitate family reunification and to ensure that those fleeing persecution, and others most in need of protection, receive assistance. More generally, within the current international environment, we are facing the challenge of how to manage migration flows to ensure that the safety, security and generosity of Canadians are respected.

These challenges cannot be met or managed by CIC alone. Domestically, immigration is increasingly becoming a horizontal issue requiring the support of numerous other federal departments and agencies; provincial, territorial and local government authorities; and our service-providing partners and volunteers. Internationally, we have also increased our cooperation through diplomatic and official networks with other governments and international agencies. Improving our formal and informal working relations with our partners has been and will continue to be essential for the success of the citizenship and immigration programs.

Throughout this period, the business of managing our citizenship and immigration programs continued unabated, with significant results in a number of areas. While these achievements are detailed in this report, I would like to highlight just a few here.

In 1999-2000, the Department increased the number of immigrant arrivals and met our goals for government-assisted refugees while managing even larger increases in the number of visitors, students and temporary workers. Although I expect additional increases to immigrant arrivals in the current year, I am confident that the work done in 1999-2000 to obtain new funding in this fiscal year and to develop innovative approaches to the services

we offer will allow us to make further improvements in delivering on our levels targets.

Additionally, over the course of the year, CIC continued to strengthen other cooperative bilateral and multilateral relations instrumental to our strategy for dealing with migrant smuggling and trafficking. As part of a coordinated approach to prevent the cross-border movement of members of criminal organizations involved in such activities as terrorism, migrant smuggling and trafficking, Canada and the United States signed a statement of mutual understanding on information sharing on July 6, 1999. Efforts to maximize the safety and security of Canadians were also reflected in the leading role CIC has played in developing the draft United Nations (UN) protocols on Migrant Smuggling and on Trafficking in Persons, Especially Women and Children, supplementing the UN Convention against Transnational Organized Crime. Once signed and ratified, these protocols will require States Parties to criminalize the smuggling and trafficking of humans and the creation and use of fraudulent travel documents, accept and facilitate the return of nationals, improve border controls, and enhance the exchange of information.

While responding to exceptional events and realizing significant achievements in our ongoing business, 1999-2000 also marked a turning point in the revitalization of our citizenship and immigration programs.

Of particular note was the tabling in Parliament of both Bill C-16, the Citizenship of Canada Act, and Bill C-31, the Immigration and Refugee Protection Act, which together form the underpinnings of our legislative and policy framework. These bills reflect a commitment to modernizing our programs to allow for faster and more effective decision making while maintaining the essential fairness and openness that are the traditional hallmarks of Canada's citizenship and immigration programs and key to attracting the kind of migrants who can most contribute to Canada's economy and society.

In addition, CIC launched a client service initiative to better meet the government's commitment to client-centred services. This initiative will result in both short-term and long-term improvements to general services delivery, organizational culture and quality assurance, and a pilot project for improvements to our delivery network will position us well to meet the challenges of the changing international environment.

CIC also focused efforts on revitalizing its work force, supporting the Department as a learning organization, addressing issues related to quality of the workplace, and promoting an understanding of public service values and ethical standards throughout the Department. These efforts can be seen in the action plan to move forward on the views expressed in the Public Service Employee Survey and in the appointment of a departmental Ombudsman.

Finally, I must highlight the Department's success in obtaining new resources to invest in initiatives that will allow CIC to build on the progress we have made in improving our programs over the past year and to maintain program integrity.

Taken together, the achievements of 1999-2000 mark a significant turning point for CIC. We remain prepared to respond effectively to whatever international or domestic events may require, committed to maintaining the integrity of the citizenship and immigration programs and to promoting the government's broader priorities. In addition, we have initiated a process of change and innovation which I believe will result in even greater benefits for Canadians. I commend the dedication and professionalism of the Department's employees during a period that required a great deal of personal effort and sacrifice. Our officials responded with excellence. I thank them for their support and applaud their success.

Section II: Departmental Performance

Section II sets out the operating environment and horizontal initiatives of the Department and reports on key performance expectations and accomplishments against commitments made in the 1999-2000 *Report on Plans and Priorities.*[1]

Chart of Key Results Commitments

Key Results Commitments		
To provide Canadians with	**To be demonstrated by**	**Achievement reported in DPR Section II page**
Maximum economic and social benefits from the global movement of people	• Achievement of target immigration levels	16
	• Family reunification of immigrants with Canadian sponsors	18
	• Selection of business immigrants, including investors	19
	• Selection of immigrants capable of adapting to the Canadian labour market	19
	• Admission of visitors and foreign students whose presence in Canada stimulates demand for goods and services	20
	• Admission of temporary workers whose presence in Canada fills skills gaps in the domestic labour market	21
	• Admission of temporary workers who transfer to Canadian workers in-demand occupational skills	21
Protection of refugees and others in need of resettlement	• Achievement of the target for government-assisted and privately sponsored refugees	23
	• An effective and more responsive refugee resettlement program	23
	• Enhancement of Canada's influence in international initiatives to protect refugees	25
	• Development of effective, efficient working arrangements between the Immigration and Refugee Board and CIC	26
Support for the settlement, adaptation and integration of newcomers into Canadian society	• Successful integration of newcomers into Canadian society	28
	• Advancing accountability to ensure effectiveness and efficiency in the delivery of settlement programs	28
	• According full participation in Canadian society to eligible permanent residents through the granting of citizenship	30
	• Effective promotion and understanding of citizenship and integration issues	30
Management of access to Canada with a fair and effective enforcement strategy	• Departmental activities that contribute to the protection of Canadian society	33
	• Interdiction of individuals attempting to enter Canada with improper documentation	35
	• Reports on and, if necessary, detention of individuals who have contravened the *Immigration Act*	35
	• Removal of people who are not eligible for admission to Canada, especially those who pose a threat to Canadian society	36

[1] http://www.cic.gc.ca/english/pub/rpp99e/rpp99e.html

Context

CIC's core objective is to ensure that the movement of people into Canada and membership in Canadian society contribute to Canada's social and economic interests while protecting the health and safety of Canadians. Citizenship and Immigration policies are to be managed consistently with Canada's domestic needs and capacities, and international commitments and responsibilities. Over the past year, the departmental priorities, initiatives and activities described in this report arose from the challenge of meeting this objective within highly dynamic international and domestic environments.

Worldwide population growth, globalization and political, economic, social and environmental developments are the underlying trends and events that affect CIC. Transnationalism, growing economic disparity between and within nations, and the transformative power of advanced technology are rapidly changing the way in which people move around the world and influencing who chooses to emigrate, whether on a temporary or permanent basis. These developments have made immigration a matter of growing importance for many countries around the world, with increasing focus on the competition for those migrants who can contribute to the global economy, renewed attention to humanitarian responsibilities, and continued commitment to protecting the sovereignty of all nations against migrant smugglers and traffickers, war criminals and international criminals of all kinds. The increasing importance of immigration internationally has led to deepening relations and a renewed dialogue with other nations as they look to the successful Canadian experience in managing mixed migration flows.

This dynamic international environment poses challenges for CIC, but also presents tremendous opportunities. As a multicultural society with a strong history of respect for diversity, Canada is well positioned to compete for the best and the brightest among potential immigrants. The advantage that CIC possesses in providing immigration services comes from our vast experience in running a balanced immigration program and understanding how to make newcomers feel welcome within our society. In addition, CIC's experience in responding to crises, such as the Kosovo relief effort this year and our programs in East Africa and Southeast Asia in the past, has increased our ability to respond even more effectively to future changing environments. Nonetheless, maintaining our state of readiness under constantly changing circumstances can strain resources. CIC is cognizant of the effect that this can have on the level of service it is able to provide to clients and is striving to ensure that our competitive advantage is maintained in this aspect of the program as well.

CIC has succeeded in dealing with these international events while maintaining its role on behalf of all Canadians, including those most directly affected by this dynamic environment: the sponsored relatives of Canadian citizens or permanent residents; people selected for their ability to contribute to Canada's economic well-being by participating in the new knowledge-based economy; and those who are fleeing their homeland and in need of protection. CIC has also sought to protect Canada from others who may pose a threat to the health and safety of Canadians or who seek to profit illegally from the desperation of people who are disadvantaged by the changing international environment.

Domestically, the government and the people of Canada are seeking to deal with an equally complex and quickly evolving set of circumstances, both economically and socially. Their efforts are reflected in the government's agenda as set out in the Speech from the Throne[2] concerning children and youth, building a dynamic economy and skilled work force, strengthening health and quality care, ensuring the quality of our environment, e-government,

[2]For more information on the Speech from the Throne, see http://www.pco-bcp.gc.ca/sft-ddt/

building stronger communities and advancing Canada's place in the world. Further government-wide priorities such as meeting our fiscal objectives, increasing emphasis on horizontal policy development, the Social Union Framework Agreement,[3] and strengthening relations with the provinces, the voluntary sector and Canadian citizens also aim at meeting these challenges.

Part II of this report outlines CIC's specific efforts to address these challenges through its five business lines: maximizing the economic and social benefits of international migration; maintaining Canada's humanitarian tradition by protecting refugees; promoting the integration of newcomers; managing access to Canada; and providing corporate services. The initiatives and activities undertaken within each of these business lines reflect departmental priorities in reforming legislation, meeting immigration target levels, improving client service, maintaining program integrity, building partner and stakeholder relations, revitalizing the corporate sector and enhancing communication.

In many areas, however, meeting these challenges has required initiatives that span all of CIC's business lines, involving department-wide or interdepartmental efforts. These are highlighted in the following section on department-wide performance accomplishments.

[3]For a copy of the Social Union Framework Agreement, see http://www.scics.gc.ca/cinfo99/80003701_e.html

DEPARTMENT-WIDE PERFORMANCE ACCOMPLISHMENTS

In 1999-2000, CIC responded flexibly and effectively to exceptional circumstances, including the refugee crisis in Kosovo and the marine arrivals in British Columbia. These efforts coincided with department-wide initiatives, including legislative reform, enhanced horizontal research, policy, planning and program development and improvements to program delivery through the Client Service Initiative. These department-wide results are prefaced with basic financial information, as are the reports by business line. While this report focuses on the results achieved, story boxes have been placed throughout to highlight important developments during the past fiscal year. Statistics are based on the 1999 calendar year unless otherwise indicated.

Planned Spending[4]	$683,183,000
Total Authorities[5]	*$938,684,753*
1999-2000 Actual	**$855,846,956**

Explanation of Variances – Citizenship and Immigration's 1999-2000 *Report on Plans and Priorities* (RPP) included Planned Spending of $683.2 million. Through Supplementary Estimates and statutory adjustments, the Department received an additional $255.5 million, for a total 1999-2000 authority of $938.7 million. The most significant Supplementary Estimate items were $149.1 million for the Kosovo initiative; $31.7 million for marine arrivals; $13.8 million for Year 2000 preparedness; $11.3 million for collective bargaining; a carry forward of the operating budget from 1998-1999 of $13.3 million; and a price workload allocation of $10.4 million.

Actual expenditures were lower than total authorities by $82.9 million in 1999-2000 as a result of $27.5 million in Operating Expenditures (including Capital) and $55.3 million in Grants and Contributions not being spent. The Operating lapse primarily resulted from unused additional authorities of $7.8 million provided for the marine arrivals, $9 million under the Interim Federal Health Program and a $2 million capital lapse. Grants and Contributions authorities lapsed mainly as a result of lower than anticipated requirements for the Kosovo relief effort and fluctuations in the need for services to newcomers.

To provide Canadians with	To be demonstrated by
Improved policies and program design	• Response to exceptional circumstances • Legislative reform • Improved program delivery • Enhancement of horizontal research, policy, planning and program development

[4]Planned Spending is the original plan established at the beginning of the year, the 1999-2000 Main Estimates plus significant adjustments.
[5]Total Authorities are the Planned Spending plus adjustments as approved by Parliament through supplementary estimates to reflect changing priorities and unforeseen events.

Response to Exceptional Circumstances

Kosovo Relief Effort

In 1999-2000, unique and high-profile events and circumstances demonstrated CIC's ongoing need for preparedness and its readiness to respond. The situation in Kosovo prompted the UNHCR to issue an unprecedented international appeal to assist the displaced population. CIC responded by admitting over 5,000 Kosovar refugees through emergency airlifts and almost 3,000 through the Kosovo family reunification and special needs program over a three-month period.

As part of this effort, CIC's settlement group arranged for orientation services for the Kosovars. This included translating material, providing orientation videos and arranging for initial information to be made available to them prior to their arrival. As of May 2000, approximately 5,000 refugees had settled into communities across Canada and applied for landing.

The Department not only responded quickly by establishing the necessary infrastructure and facilitating the settlement of the refugees, but also initiated a repatriation program for those wishing to return to Kosovo. With the end of the war, a number of refugees indicated a desire to return home. The Department established a program to easily identify individuals wishing to repatriate and expedited the repatriation process. A total of 2,028 (including 11 babies born in Canada) have voluntarily returned to Kosovo.

This effort required collaboration with many groups in addition to the UNHCR, including foreign nations involved in the relief effort; other Canadian governmental departments such as the Department of National Defence (DND) and the Department of Foreign Affairs and International Trade (DFAIT); provincial and territorial governments; international organizations such as the International Organization for Migration (IOM) and the Red Cross; and the many non-governmental organizations (NGOs) and members of the Canadian public who offered assistance to the refugees.

The marine arrivals off the coast of British Columbia in the summer of 1999 highlighted the growth of criminal activities such as migrant smuggling and trafficking. CIC responded through coordinated efforts that resulted in apprehending four boats, detaining individuals, determining the status of the migrants and removing a number of unsuccessful refugee claimants to their home country. As well, CIC reinforced its goal to combat transnational organized crime through Bill C-31, the Immigration and Refugee Protection Act,[6] and by leading efforts to prepare the UN Convention against Transnational Organized Crime and the draft Protocol on Migrant Smuggling.[7]

These events and circumstances have made 1999-2000 a landmark year for CIC, and responding to them represented resource and infrastructure challenges for the Department and its partners. While these events prompted a rebalancing of priorities at times, CIC remained dedicated to meeting its commitments and internal objectives. In addition, the lessons learned from these events have resulted in better contingency planning throughout the Department and with our partners, and have positioned us to respond even more effectively to such circumstances should they arise again in the future.

Legislative Reform

- ☑ Tabling of new legislation in Parliament
- ☑ New investment

While responses to exceptional circumstances demanded considerable time, effort and resources, the Department moved forward with a fundamental review of its legislative, policy and program infrastructure, including the tabling of bills to restructure and review both the citizenship and immigration programs. In addition to tabling citizenship and immigration legislation, CIC cosponsored the government's *Modernization of Benefits and Obligations Act*.[8]

[6]For more information on the Immigration and Refugee Protection Act, see http://www.cic.gc.ca/english/about/policy/legrev_e.html

[7]Copies of the latest draft Convention and protocols are available at http://www.uncjin.org/Documents/documents.html

[8]For information on the Act, see http://www.cic.gc.ca/english/press/00/0005-pre.html, and for a copy of the Act, see http://www.parl.gc.ca/cgi-bin/36/bills_indiv.pl?eC-23:2

In the past fiscal year, CIC dedicated significant time and efforts toward making substantial legislative, policy and administrative changes. In November 1999, Bill C-16, the Citizenship of Canada Act, was tabled.[9] The Bill will modernize CIC's current rules and processes to allow for more transparent and more effective decision making, a more precise definition of residence, reductions in the number of generations born abroad to whom citizenship can be passed, and the elimination of the distinction between children adopted abroad and children born abroad to Canadians.

In April 2000, Bill C-31, the Immigration and Refugee Protection Act, was tabled. Designed to expand policies to make Canada the destination of choice for immigrants who can contribute to Canada's economy and society, the Bill will also deter abuse of the immigration and refugee systems. The legislation evolved through extensive consultations with other federal departments, the provinces and territories, the Canadian public, NGOs and the legal community. It is the culmination of four years of work and, although still before Parliament, its passage will represent a significant milestone.

As well, CIC, along with the Department of Finance, Human Resources Development Canada (HRDC), the Department of Justice (DOJ) and the Treasury Board Secretariat (TBS), cosponsored the *Modernization of Benefits and Obligations Act* (Bill C-23), which received royal assent in June 2000. The Act ensures that same-sex and opposite-sex common-law relationships are treated equitably under the law, amending both the current *Citizenship Act* and the proposed Citizenship of Canada Act.

In recognition of the changes the new legislation will bring, CIC and its partners received a total of $138.6 million to support initiatives throughout 2000-2001. The funds will go toward backlog clearance, medical inadmissibility, sponsorship default, temporary foreign workers, front-end screening, the Global Case Management System, program integrity, new policy and legislation, new in-Canada classes, preremoval risk assessment, and the strengthening of other inadmissibility provisions. This increase in budget resources will enable the Department to not only implement the new legislation, but also to improve program delivery and position the Department to meet immigration targets for 2000 and beyond.

Improved Program Delivery

☑ Client Service Initiative

To further improve program delivery and meet the government-wide objective of improving client-centred services, CIC implemented the Client Service Initiative (CSI). Efforts were driven by client concerns and the need to address some fundamental challenges the Department has experienced in delivering its program.

CIC has made it a priority to develop both short-term and long-term initiatives to address this area of significant challenge. The short-term initiatives will enable CIC to improve areas such as access to service, quality assurance and lengthy processing times. Many of these initiatives were implemented in 1999-2000 and will continue throughout 2000-2001. CIC has also developed a pilot project designed to improve the efficiency of overseas service delivery and decrease processing times for immigrant applicants. This pilot project is to be launched in the fall of 2000. Discussions have begun on the design of longer term initiatives to improve general service delivery, develop a department-wide quality assurance program and client satisfaction measurement system, and reorient the organizational culture toward one more centred on services to citizens.

The following chart outlines the short-term and long-term initiatives that are being implemented by CIC.

[9]For more information, see http://www.cic.gc.ca/english/about/policy/citleg_e.html

INITIATIVE	DEMONSTRATED BY
Short Term	
Improving Access to Services	• Web site improvements • expansion of Call Centre functions • improved access to CIC offices • more efficient service to MPs and senators • improved complaint management
Quality Assurance	• review of quality assurance programs • facilitated language testing • establishment of a database for education selection criteria • better tools and training for decision makers
Improving Processing/ Reducing Backlog	• payment by credit card for overseas clients • teams to clear up backlogs at missions • simplified application kits • expanded temporary worker initiatives • facilitated multiple entry for visitors
Long Term	
Overseas Delivery Network	Development of a pilot project to test the centralization of some application processes within Canada. This will allow: • testing of a quality assurance framework • establishment of improved service standards • measurement of client satisfaction • faster processing

Enhancement of horizontal research, policy, planning and program development

- ☑ Enhancing horizontal policy initiatives
- ☑ Strengthening research on immigrants
- ☑ Concluding new federal-provincial-territorial agreements
- ☑ Developing a performance measurement strategy
- ☑ Undertaking additional program reviews

During the past year, CIC reinvested in strategic policy capacity. With increased focus on government-wide solutions and integrated, horizontal policy development, CIC developed a strategy to ensure better internal coordination of policy development with the broader government agenda, as well as to promote the citizenship and immigration perspectives of broader government policy initiatives. To ensure that the Department's policies and processes take into account the potentially different impacts on men and women, a gender-based analysis unit was established. CIC actively participated in the interdepartmental process for the Voluntary Sector Initiative, ensuring that the Department's ability to effectively engage this important sector in the policy development process is enhanced. The Department also participated in, and in some cases coordinated, the preparation of federal government responses to various reports of international tribunals and domestic review panels, including a comprehensive submission for the ongoing review of the *Canadian Human Rights Act*[10] and Canada's response to the UN report on

[10] A copy of the Act is available at http://www.chrc-ccdp.ca/Legis&Poli/Index.asp?l=e

the implementation of the Convention on the Rights of the Child[11] and the Inter-American Human Rights Commission report on the refugee determination system.[12]

Over the past year, CIC has improved its policy development through strategic research projects. It has augmented research through the use of the longitudinal immigration database to provide critical information on mobility patterns and secondary migration; expanded research collaboration with the provinces and territories with regard to settlement and integration; completed a database on temporary residents to support the analysis of the temporary foreign worker, student and refugee claimant policies from a client, rather than a document-based, perspective; and conducted various other research projects to assist in the development of Bill C-31. CIC is working with Statistics Canada to conduct the first national longitudinal survey of immigrants in over 20 years. This survey will examine the social and economic aspects of integration, including the integration needs of recent arrivals and the services they accessed to meet these needs.[13]

In 1999-2000, CIC strengthened cooperation with provincial and territorial governments on immigration and refugee matters to facilitate planning, identify priorities for collaborative action and promote mutually beneficial policy development. In line with this approach, CIC held extensive consultations with provincial partners during the development of bills C-16 and C-31 to take account of their concerns. Efforts to increase collaboration are illustrated by our ongoing consultations with Quebec under the Canada-Quebec Accord and with other provinces under bilateral federal-provincial agreements (see Annex 2). In addition, CIC has entered into new arrangements to promote federal-provincial relations by signing provincial nominee agreements with Newfoundland and Labrador, and New Brunswick. These agreements, in addition to similar agreements already in place with Manitoba, British Columbia and Saskatchewan, provide a more flexible means of attracting immigrants who can contribute to the economic and industrial development of the provinces.[14]

The Metropolis Project

Horizontal policy development was also enhanced through the activities of the Metropolis Project, an international forum for research and policy on migration and cities, whose national and international conferences and multidisciplinary conversation series examine the future of immigration policy. In 1999-2000, the Metropolis Project Team was awarded the prestigious Head of the Public Service Award for Excellence in Policy. This award recognizes the innovative knowledge partnerships Metropolis has built, both domestically and internationally, with policy makers, researchers and NGOs, and how these partnerships have helped shape better policy in the areas of immigration, integration and diversity.[15]

In line with the government-wide emphasis on improved accountability, CIC is committed to implementing the principles of modern comptrollership by developing a framework to enhance accountability and improve program performance. Fundamental to the delivery of our program is our commitment to sound resource management and effective decision making. In accordance with these principles, CIC has developed contribution accountability frameworks for the allocation of transfer payments to service provider agencies. The development of reliable performance measurement indicators will be essential to assist in this work and apply these principles throughout the Department. In 1999-2000, a performance measurement strategy was developed to increase data integrity, improve

[11]For more information, see http://www.pch.gc.ca/ddp-hrd/english/rotcmenu.htm
[12]For a copy of the report, see http://www.cidh.org/countryrep/Canada2000en/table-of-contents.htm
[13]For more information on CIC research, see http://www.cic.gc.ca/english/srr/index.html
[14]Further information can be found at http://www.cic.gc.ca/english/about/policy/fedprov-e.html
[15]For more information, see http://www.cic.gc.ca/english/about/policy/research-e.html

access to the Department's data warehouse, and develop a quarterly Executive Report on strategic information. The strategy identified existing efforts within CIC to measure performance as well as the challenges that need to be addressed. It is anticipated that the implementation of this strategy will help improve service delivery, develop policies and programs that enhance departmental capacity to produce meaningful, reliable and timely information, and integrate financial and non-financial information to support decision making.

In the past year, a number of program reviews were also completed, including a review of the medical surveillance process, a review of the CIC Call Centres, an operational review of the Case Processing Centre in Sydney responsible for citizenship applications, and an audit of the National Case Management System (NCMS).[16] The recommendations that resulted from these reviews will assist the Department in improving the efficiency and effectiveness of program design and delivery.

Cooperation with Co-delivery Partners

CIC works closely with other government departments and agencies on issues that cut across the economic and social policy sectors. The following chart outlines examples of CIC's ongoing collaboration with its partners.

[16]For more information on CIC review activities, see http://www.cic.gc.ca/english/srr/index.html

Key Result	Co-delivery Partner	Area of Cooperation
Maximum economic and social benefits from the global movement of people	HRDC	Facilitate the admission of people who benefit the Canadian economy and society
	HRDC, Industry Canada, Software Human Resources Council and other sector representatives	Attract highly skilled foreign workers to Canada for temporary assignments
	Provincial and territorial governments	Better manage immigration programs and improve the economic and social benefits of immigration
	Health Canada	Assist in the management of the medical assessment program
	DFAIT, Advisory Council on International Students	Increase the number of foreign students entering Canada
	DFAIT	Facilitate access for business travellers
Protection of refugees and others in need of resettlement	DND, Canadian Red Cross, Health Canada, IOM	Temporary protection and shelter for over 5,000 Kosovar refugees
	Immigration and Refugee Board (IRB)	Responsible for the in-Canada refugee determination system. Support more efficient and effective case processing and enhance data collection
	IOM	Provide orientation and transportation services to refugees
	UNHCR	Central point of coordination for international burden sharing related to refugees. Also a source of referrals for refugees and people in refugee-like situations
	International Committee of the Red Cross	Referral of refugees and people in refugee-like situations, provision of travel documents and location of missing family members
	International NGOs	Referral of refugees and people in refugee-like situations
	Provinces, private sponsors and service provider organizations (SPO)	Ensure the successful introduction of accepted refugees to Canada
	DFAIT, CIDA	Manage Canada's funding of UNHCR
Support for the settlement, adaptation and integration of newcomers into Canadian society	Provinces, territories, municipalities, community groups and SPOs	Assist newcomers in adapting to and settling into Canadian society
	Canadian Heritage	Promote understanding of Canadian citizenship values
	Solicitor General	Assist in investigations and clearances through the RCMP and the Canadian Security Intelligence Service (CSIS) for citizenship
	DFAIT	Assist with naturalization process
	UNHCR	Address issues of statelessness
Management of access to Canada with a fair and effective enforcement strategy	DOJ and Solicitor General	Strengthen Canada's action plans and strategies for the War Crimes Program and remove or deny admission to those complicit in war crimes or crimes against humanity
	DND, RCMP, Transport Canada, CSIS, DFAIT, DOJ, Solicitor General, CCRA, Passport Office, Status of Women Canada, international organizations and other governments	Combat and develop new protocols for the smuggling and trafficking of people across borders
	Solicitor General	Assist in investigations and clearances of immigrants through the RCMP and CSIS
	DOJ	Represent CIC in legal proceedings
	CCRA	Manage access to Canada at ports of entry and primary inspection points
	RCMP, DOJ	Assist with removals from Canada
	CSIS, RCMP, DOJ, and provincial and municipal police forces	Remove or deny admission to people not eligible for admission to Canada and share information and expertise on organized crime, war crimes and crimes against humanity
	CCRA, RCMP, and provincial Crown prosecutors	Share information and expand cooperation for the investigation and prosecution of fraud in immigration programs
	Health Canada	Strengthen the medical surveillance process for entrants with inactive or non-infectious diseases

Performance Accomplishments by Business Line

MAXIMIZING BENEFITS OF INTERNATIONAL MIGRATION

This business line focuses on selecting immigrants, students, temporary workers and visitors who can best contribute to the Canadian social and economic environment.

Planned Spending	$ 79,179,000
Total Authorities	*$116,818,000*
1999-2000 Actual	**$116,419,300**

Explanation of Variances – Total Authorities are $37.6 million higher than Planned Spending primarily because of carry forward and price workload allocations of $17.5 million and $16.9 million for statutory items.

To provide Canadians with	To be demonstrated by
Maximum economic and social benefits from the global movement of people	• Achievement of target immigration levels • Family reunification of immigrants with Canadian sponsors • Selection of business immigrants, including investors • Selection of immigrants capable of adapting to the Canadian labour market • Admission of visitors and foreign students whose presence in Canada stimulates demand for goods and services • Admission of temporary workers whose presence in Canada fills skills gaps in the domestic labour market • Admission of temporary workers who transfer to Canadian workers in-demand occupational skills

Achievement of target immigration levels

- ❑ Meeting target immigration levels
- ☑ Tabling of the 2000 Immigration Plan in Parliament
- ❑ Self-regulation of consultants
- ❑ Refinement of medical admissibility criteria

Meeting the target immigration levels is a primary operational priority for CIC. Although total arrivals fell short of target levels, there was a significant increase over the previous year. Overall, a total of 189,764 immigrants were landed in 1999, representing 95% of the low end of the 200,000-225,000 range established in the 1999 Immigration Plan. Targets were met in two categories: Family Class landings reached 103% (55,208) of the lower range and Refugee Class landings represented 110% (24,230) of the lower range. The Economic and Business categories reached 89% (105,430) of the lower range of landings, and Other landings reached 73% of the lower range.

Immigration Levels Plan

Immigrant Category	2000 Announced	1999 Actual	1999 Plan	1998 Actual	1997 Actual
Spouses, Fiancés and Children	42,000-45,000	40,744	38,000-41,000	36,687	39,747
Parents/Grandparents	15,000-16,000	14,464	15,500-17,300	14,200	20,218
Total Family	**57,000-61,000**	**55,208**	**53,500-58,300**	**50,887**	**59,965**
Skilled Workers	100,500-113,300	92,415	100,200-111,200	81,208	105,562
Business	15,000-16,000	13,015	17,700-19,700	13,778	19,927
Provincial Nominees	1,400				
Total Economic	**116,900-130,700**	**105,430**	**117,900-130,900**	**94,986**	**125,489**
Total Other	**4,000**	**4,766**	**6,500**	**5,417**	**6,174**
Total Immigrant	**177,900-195,700**	**165,404**	**177,900-195,700**	**151,290**	**191,628**
Refugees					
Government-assisted	7,300	7,313	7,300	7,425	7,710
Privately Sponsored	2,800-4,000	2,332	2,800-4,000	2,220	2,659
Refugees Landed in Canada	10,000-15,000	11,780	10,000-15,000	10,179	10,628
Dependants Abroad	2,000-3,000	2,805	2,000-3,000	2,962	3,222
Total Refugee	**22,100-29,300**	**24,230**	**22,100-29,300**	**22,786**	**24,219**
Kosovo Refugees		130			
Total	**200,000-225,000**	**189,764**	**200,000-225,000**	**174,076**	**215,847**

Some of the challenges in meeting immigration levels:

- The Kosovo refugee crisis caused significant resources to be diverted temporarily from overseas processing offices to the relief effort. This resource reallocation placed significant strain on the remaining resources at the processing centres, hampering their ability to process applications in the expected time frame.
- China, India and Pakistan were the top three source countries for immigrants to Canada in 1999, with an increase in landings of 30% over the previous year. However, the processing of immigrant applications was delayed by factors such as poor local infrastructure, the lack of reliable documentation and shortfalls in the resources needed to meet the increased demand at offices abroad.
- Significant increases in applications from all three non-immigrant categories (visitors, students and temporary workers) constituted a non-discretionary workload pressure. Maintaining or improving service standards in those categories required resource reallocations at processing offices. As a consequence, fewer resources were available to process the immigrant applications received.

Recognizing the challenges, the Department took aggressive steps toward meeting future levels targets. CIC is dedicating more resources to overseas offices and to other measures such as augmenting the number of temporary duty assignments abroad, all of which were made possible by the additional resources received at the end of 1999-2000. This new investment will also improve processing times, enhance client service, improve the quality of decisions, and increase the likelihood of meeting future target levels.

In addition, CIC tabled the Immigration Plan for 2000 in November 1999.[17] Overall target levels were set at 200,000 to 225,000, and levels for the individual categories were set as well. The Department is currently developing a multi-year planning process on immigration targets. This process is designed to provide a long-term horizontal view of issues that could affect the immigration program and the strategic directions of the Department. It will also provide more planning flexibility to maximize CIC's success at meeting program objectives. CIC will prepare an annual report on this process. Operationally, such long-term planning will also allow the Department to ensure a better alignment of resources with anticipated demand.

Applicants often seek the services of immigration consultants who are part of an unregulated industry in Canada. CIC is striving to increase both the integrity of its own programs and public confidence in the immigration process by encouraging the industry to develop a system of self-regulation for consultants. The system would require all immigration consultants to possess a basic body of knowledge and to meet a number of minimum standards. It would also enable them to provide better information to clients and would establish a complaints and disciplinary process. One of the underpinnings of this system is the development of a national occupational standard for immigration consultants. The criteria in the standard will be used as benchmarks in the qualifications process. The Memorandum of Understanding (MOU) which CIC has signed with the newly established College of Immigration Practitioners of Canada sets out the parameters for both the establishment of the national standard and the development of an essential skills profile for consultants. It also provides for the establishment of a task force that will develop the self-governing framework to regulate immigration consultants. Despite these steps, however, the Department is aware that this process is complex and will take some time to resolve.

CIC has consulted with Health Canada and all provinces and territories on the definition of medical inadmissibility to gain their input on applicable regulations under Bill C-31. It is anticipated that the new definition of excessive medical demand will provide greater transparency, objectivity and legal clarity.

Family reunification of immigrants with Canadian sponsors

- ☑ Enhanced family reunification
- ☑ Better observance of sponsorship obligations

In 1999-2000, CIC reunited 55,208 family members with their sponsors in Canada and surpassed the planned target level by meeting 103% of the lower range. CIC also demonstrated its commitment to recognizing the core family unit through proposals in Bill C-31, the Immigration and Refugee Protection Act. The Department has proposed to increase the age of dependent children from under 19 to under 22 years; recognize common-law partners (which includes both same-sex and opposite-sex relationships) in the definitions of members of the family class and dependants; create an in-Canada landing class to allow spouses and common-law partners of Canadians to apply for permanent residence from within Canada; and exempt sponsored spouses, common-law partners and dependants from medical inadmissibility based on excessive demand for health or social services. New provisions proposed in Bill C-16, the Citizenship of Canada Act, would grant citizenship to the adopted children of Canadian parents rather than first requiring the adopted children to obtain permanent resident status under the *Immigration Act*.

CIC reinforced observance of sponsorship obligations through collaboration with the provinces and territories. This collaboration resulted in procedures to facilitate the identification of defaulting sponsors, encourage such sponsors to resume their

[17]See Immigration Levels Plan table on p. 17 or http://www.cic.gc.ca/english/press/99/9935-pre.html

obligations, or recover from sponsors the amounts paid in social services benefits to sponsored relatives in Canada covered by a valid sponsorship undertaking. While approximately 90% of sponsors do live up to their obligations, maintaining our collaboration with provinces and territories will further reduce the financial burden on Canadian taxpayers by ensuring that sponsors live up to the financial commitment made on behalf of their sponsored relatives. In addition, federal-provincial cooperation on sponsorship default and collection sends a strong message on the seriousness of signing a sponsorship undertaking. Collection action as proposed in Bill C-31 will support our efforts to streamline our sponsorship integrity initiatives.

Selection of business immigrants, including investors

☑ Immigrant Investor Program

CIC has undertaken extensive consultations with the provinces and territories to promote the immigration of investors and enhance their contribution to the Canadian economy. As a result, a revised Immigrant Investor Program was implemented in the spring of 1999.[18] This initiative simplifies program administration, reduces the potential for abuse, and promotes economic growth in Canada. These results are achieved through several key changes to the program. Under the new program, successful investor immigrants must invest a minimum of $400,000 in Canada, and must have a net worth of at least $800,000. Provincial and territorial governments will secure the investment against loss, and investments will be used without interest for five years to allow the recipient jurisdiction to meet its economic objectives. CIC has developed a promotional strategy for the new program aimed at potential investor immigrants abroad and agents who market the program. Working with the provinces, the Department has conducted recruitment campaigns in Europe and the Middle East. Pivotal to this program are the cooperative relations between the provincial and territorial governments and CIC and the freedom provided to each jurisdiction to determine its own participation in the program. At this date, Ontario and Prince Edward Island have joined the Program and discussions continue with other jurisdictions as they assess the costs and benefits of participation. In addition to this initiative, new definitions of entrepreneurs, investors and self-employed immigrants are being developed to better assess the potential value of business immigrant activities for the Canadian economy.

Selection of immigrants capable of adapting to the Canadian labour market

☑ New selection criteria

The Department developed options for a new selection model for skilled workers in 1999-2000 that focuses on the ability of the immigrant to successfully establish in today's knowledge-based economy. Under a more flexible system, emphasis will continue to be placed on education, experience and official language abilities, while ensuring that no one is excluded on the basis of failure to meet a single criteria. Emphasis will be placed on human resources skills that are transferable and not necessarily those that are tied to specific occupations. The new selection process, for which Bill C-31 provides a framework, will facilitate more effective and comprehensive decision making. This faster processing will in turn enhance the contribution of immigrants to the Canadian labour market.

[18] http://www.cic.gc.ca/english/immigr/iip-update-e.html

Qualifications Recognition

In October 1999, CIC and HRDC funded a conference on Shaping the Future – Qualification Recognition in the 21st Century, the first national conference ever held to examine the recognition of foreign credentials and interprovincial mobility. The conference, organized by the Federal-Provincial-Territorial Working Group on Access to Professions and Trades, brought together 550 stakeholders to discuss the needs of foreign-trained workers in a variety of professions and trades and to develop strategies to provide for the fair assessment and recognition of credentials earned outside Canada. Building on the consensus they reached and their shared commitment to finding solutions, CIC and its conference partners have encouraged a new level of dialogue and understanding which will contribute to strengthening Canada's skills and knowledge base by removing a significant barrier to the recognition of the value newcomers can bring to Canada. Since the conference, Ontario has joined British Columbia and Manitoba in creating a credentials assessment service to assist in this process.

Admission of visitors and foreign students whose presence in Canada stimulates demand for goods and services

- ☑ Issuing visitor visas
- ☑ Priority processing of students

The Department issued 628,974 visitor visas in 1999-2000, an increase of 11% over 1998-1999. At the same time, service standards were improved, with 60% of applicants processed the same day they applied and 90% processed within one week. Last year, visitors provided direct economic benefits to Canada by spending almost $15.3 billion.[19] Increases in volumes and service improvements for each of the visitor, student and temporary worker categories required resource reallocations at many of CIC's processing offices, which consequently affected volumes and service in the immigrant categories.

Non-immigrant Authorizations Summary

	1998-1999	1999-2000	% Change FY/FY
Visitor Visas Issued	564,200	628,974	11%
Student Authorizations Issued	90,600	108,551	20%
Employment Authorizations Issued	173,365	189,869	10%

CIC is committed to improving the processing of international students because of their vital role in knowledge transfer. In 1999, there were 114,143 foreign students with valid authorizations registered in Canada at all levels of Canadian learning institutions, constituting a 12% increase over the previous year. Same-day or next-day processing times for student authorizations were achieved in 30% of applications, while 71% were finalized within four weeks. To assist in achieving these service standards, CIC is maintaining its expedited medical procedures in seven overseas offices. As part of its efforts to continually improve its services, the Department has also initiated consultations with HRDC and representatives of post-secondary institutions to investigate the labour market implications of allowing foreign students attending post-secondary institutions to work during their course of study.

[19]For more information on visitor statistics, see http://www.statcan.ca/Daily/English/000630/d000630b.htm

Admission of temporary workers whose presence in Canada fills gaps in the domestic labour market and who transfer to Canadian workers in-demand occupational skills

☑ Temporary Foreign Workers Program

CIC and HRDC have redesigned the Temporary Foreign Workers Program and are now working toward its implementation. This program will facilitate the entry of temporary foreign workers who possess in-demand skills that contribute to Canada's productivity and competitiveness. Firm-specific agreements with larger employers and sectoral agreements with specific industries will allow for faster approval of groups of foreign workers in exchange for commitments on the part of employers to train and develop Canadian workers.[20]

[20]For more information on the Temporary Foreign Workers Program, see http://www.cic.gc.ca/english/visit/index.html#tempwork

MAINTAINING CANADA'S HUMANITARIAN TRADITION

CIC is committed to maintaining Canada's humanitarian tradition by protecting and assisting refugees both overseas and upon arrival in Canada.

Planned Spending	$ 81,195,000
Total Authorities	*$212,555,000*
1999-2000 Actual	**$150,788,191**

Explanation of Variances – Total Authorities were $131.4 million higher than Planned Spending as a result of $125.7 million received for the Kosovo relief effort and carry forward and price workload allocations of $4.7 million.

Resources totalling $61.8 million lapsed primarily as a result of a reduction of $48.3 million in the cost of providing services to newcomers, including requirements for the Kosovo relief effort. In addition, costs for medical claims under the Interim Federal Health Program were $9 million lower than anticipated.

Key result	To be demonstrated by
Protection of refugees and others in need of resettlement	• Achievement of the target for government-assisted and privately sponsored refugees • An effective and more responsive refugee resettlement program • Enhancement of Canada's influence in international initiatives to protect refugees • Development of effective, efficient working arrangements between the Immigration and Refugee Board and CIC

Achievement of the target for government-assisted and privately sponsored refugees

- ☑ Meeting government-assisted refugee targets
- ❑ Meeting privately sponsored refugee targets

CIC met the target of 7,300 for government-assisted refugees with 7,313 landings (not including the Kosovar refugees), but fell short of the privately sponsored refugee target of 2,800 to 4,000 with landings of 2,332, or 83% of the lower end of the range. This result is largely attributable to processing delays and high refusal rates. Processing times were influenced by increased infrastructure and identification difficulties associated with the shift from Europe to Africa and Asia as source areas. Higher refusal rates are associated with the use of private sponsorship as a means of family reunification, resulting in the referral of many individuals who do not meet program requirements. To address the latter situation, efforts are under way to implement a more flexible resettlement program, and to provide better instruction and training to selection officers as well as increased information and training to sponsoring groups on CIC's refugee resettlement policy.

CIC is conducting an evaluation of its response to the UNHCR's appeal for humanitarian assistance in Kosovo. Historically, Canada has met its humanitarian commitments to refugees by providing permanent residence to those most in need of resettlement, believing that neighbouring countries and regions could offer temporary protection more effectively and with the least disruption for refugees. In light of the extraordinary circumstances behind the UNHCR appeal, however, a different approach was deemed necessary for the Kosovo relief effort. Preliminary reviews indicate that CIC and its various partners were able to respond quickly and effectively. CIC will be conducting a formal review, and will use the results in developing a policy to guide its response to future international emergencies.

An effective and more responsive refugee resettlement program

- ☑ Testing of the updated resettlement model
- ☑ Greater flexibility in eligibility and selection criteria
- ☑ Swifter processing of urgent protection cases
- ☑ New procedures to maintain the cohesion of the family unit during processing
- ☑ More effective use of international non-governmental organizations in identifying refugees overseas
- ☑ Improved working relations with new and existing in-Canada partners
- ☑ Development of an Internet site for information sharing with key partners

In order to strengthen the Refugee and Humanitarian Resettlement Program, CIC created the Refugee Resettlement Model (RRM), which comprises a variety of pilot projects and initiatives that reflect the updated principles of the Program.[21] The following activities related to the testing of the principles of the program were undertaken:

- Procedures were created to relax the assessment of the ability to establish. This includes assessing resettlement potential on the basis of a period of three to five years, extending the previous standard of one year. Work continues on the development of these processes.
- The Urgent Protection Pilot Project was launched on January 1, 2000, in Islamabad, Nairobi and Ankara. The pilot

[21]For more information on the RRM, see http://www.cic.gc.ca/english/refugee/rrminfo-e.html

program provides for the expedited processing of urgent protection refugee cases within three to five days of referral from the UNHCR. Since the start of the pilot program, 17 cases have been referred and 21 people have arrived in Canada.

- CIC implemented administrative procedures for the concurrent processing of extended family members of refugees and their de facto dependants (those who fall outside the normal definition of dependants). In addition, CIC has developed administrative guidelines that encourage visa officers to give priority to the subsequent processing of dependants (spouses and dependent children) who have unavoidably been left behind. Regulations to Bill C-31, the Immigration and Refugee Protection Act, are being drafted to formalize this concept.
- The Overseas Service Provider Pilot Project is designed to allow qualified NGOs to prepare and process refugee case files. The core work of making selection decisions, however, remains with the visa officer. Bogota and Ankara have been selected as pilot sites for the project, which will start in early 2001.
- In 1999, work began on the In-Canada Service Providers Pilot Project. This pilot project was designed to provide a focal point for potential sponsors in Canada to access expertise on the private sponsorship of refugees. The implementation of this pilot project has already begun for refugees from Sierra Leone. CIC has also participated in the development of training programs for prospective sponsors.
- CIC developed a Web site to provide information on refugee resettlement to partners and the Canadian public. The site includes information on all projects under the Refugee Resettlement Model and provides feedback mechanisms.[22]

The Department administers the Resettlement Assistance Program (RAP), which supports Canada's international humanitarian commitment to resettling refugees from abroad.[23] CIC supports the resettlement of government-assisted refugees in all provinces outside of Quebec. Resources are made available to Quebec under the Canada-Quebec Accord to provide comparable services for government-assisted refugees resettled in that province.[24] To ensure accountability for departmental expenditures under RAP and all other contribution programs and to identify the progress and real needs of clients, a CIC contribution accountability framework has been developed. An evaluation framework for RAP was completed and essential indicators for the performance measures of this program were developed.[25]

Refugees No Longer Required to Pay Right of Landing Fee

On February 28, 2000, the Minister announced the elimination of the Right of Landing Fee (ROLF) for refugees. The ROLF was required to be paid by all immigrants applying for permanent resident status. The removal of this fee reflected the government's commitment to reducing the economic burden for refugees wishing to integrate into Canadian society.[26]

---

[22]See Refugee Resettlement Partners site at http://www.cic.gc.ca/ref-protection

[23]RAP provides income support for up to 12 months for government-assisted refugees and can extend income support for up to an additional 12 months for special needs cases. The program also includes a set of core services, exclusive to resettled refugees, which are delivered within the refugees' first four to six weeks in Canada. Services include reception at port of entry and final destination, provision of temporary accommodations, basic and financial orientation, links to essential services, links to income support, assistance in obtaining permanent accommodations, and assessment and referral to other services.

[24]More information on transfer payments for Quebec can be found in the Integration of Newcomers section, p. 28, 29.

[25]Further details regarding the contribution accountability framework can be found in the Integration of Newcomers section on p. 29.

[26]For more information on the elimination of the ROLF for refugees, visit http://www.cic.gc.ca/english/press/00/0006-pre.html

Enhancement of Canada's influence in international initiatives to protect refugees

Through its active participation in bilateral and multilateral discussions on all aspects of international migration, and with its extensive experience in managing immigration, CIC is regarded as a world leader in addressing such challenges. The Department collaborates with international organizations active in migration and in the protection of refugees, including the UNHCR, the IOM, the informal intergovernmental consultations (IGC) on asylum and the Regional Conference on Migration (the Puebla Process).

CIC closely collaborates with the UNHCR on Canadian refugee legislation and resettlement policies and programs. CIC, DFAIT and CIDA are represented on the UNHCR Executive Committee and are working to encourage management reforms and to increase the focus on UNHCR's protection mandate. Over the past year, CIC was a key player in discussions with partners, such as the UNHCR, the IOM and IGC, on how to deal with the mixed flows of economic migrants and refugee claimants that put serious pressures on refugee determination systems. The UNHCR has since prepared a discussion paper on interception for states' consideration and has expressed its willingness to enter into a dialogue on mixed flows.

In addition, CIC experts participated in a number of intergovernmental seminars and conferences, many of which addressed complex refugee problems such as mixed flows, undocumented claimants and the difficulties in returning failed refugee claimants. The most important of these is the Four Country Conference (Canada, Australia, the United Kingdom and the United States), an annual meeting designed to provide senior immigration officials with an informal forum to discuss the whole range of our respective immigration programs: our humanitarian, economic and non-immigrant programs, as well as irregular migration. The most recent of these conferences was held in April 2000 in Canada and chaired by CIC.

CIC also assisted in the preparation and development of a seminar in San Salvador on migrant women and children. Under the auspices of the Puebla Process Plan of Action, CIC, in partnership with CIDA, the IOM and the Government of El Salvador, funded a seminar on migrant women and children in North and Central America and the Dominican Republic. To ensure meaningful NGO representation, CIC provided funds to the Canadian Council of Refugees (CCR) to undertake a regional NGO consultative process on the subject and present its findings at the seminar. The seminar was held in San Salvador in February 2000. It will be followed up by a workshop on migrant women and children, jointly organized by CIC and the Government of Mexico, in November 2000 as part of the International Metropolis Conference.[27] The workshop will cover the countries of North and Central America. It is expected that the conclusions and recommendations of the seminar and workshop will help governments in the formulation of their policies on migrant women and children.

[27]For more information on the Metropolis conference, see http://canada.metropolis.net/frameset_e.html

Development of effective, efficient working arrangements between the Immigration and Refugee Board and CIC[28]

- ☑ Consolidated decision making
- ☑ Increased scope for ministerial interventions
- ☑ Improved process for selecting decision makers
- ❑ Front-end screening of claimants
- ❑ Fast-tracking of manifestly unfounded claims
- ☑ Shorter waiting periods for undocumented refugees

The Department works in conjunction with the Immigration and Refugee Board to meet its objective of protecting refugees. In 1999-2000, CIC established administrative frameworks with the IRB for such issues as information sharing and employee exchanges. These frameworks have resulted in memorandums of understanding that will enable the IRB to more effectively manage its caseload. In Bill C-31, it is proposed that the protection definition under which the IRB operates be expanded to allow for more comprehensive decision making.[29]

A strategy has also been developed to increase the scope for ministerial interventions before the IRB. The intervention strategy is designed to make the Department proactive rather than reactive by ensuring that the Minister's representative provides all necessary information to the decision maker. The choice of cases to be included under this strategy will be based on an analysis of emerging migration trends and related information.

Last year, CIC updated the Ministerial Advisory Committee (MAC) process for selecting the decision makers for refugee determination. Mandated to identify qualified candidates for the Minister's consideration, the MAC evaluates key competencies, including analytical reasoning and thinking skills, decision making and judgment, action management, communication skills, interpersonal relations and professional ethics. A better process for selecting decision makers is expected to improve the quality of decision making.

CIC remains committed to improving the front-end screening of refugee claimants through the development of a variety of new policies and procedures at the local, regional and national levels. Policies and operational frameworks are being developed to improve identity, criminality and security screening prior to refugee determination hearings. The additional resources recently allocated to CIC will assist in the implementation of these changes.

After consultation and analysis of proposals for the fast-tracking of manifestly unfounded refugee claims, concern that this policy would not create greater processing efficiency led the Department to determine that implementation would not be pursued. Accelerated procedures for refugee claimants in detention were developed, however, and incorporated within proposals under Bill C-31.

Previously, undocumented refugees applying for permanent resident status under the Undocumented Convention Refugee in Canada Class had to wait five years before status could be obtained. In late 1999, that time was shortened to three years. This policy change and associated administrative guidelines, to be incorporated into regulations under Bill C-31, will assist in facilitating the integration of this group and promote the reunification of families.[30]

[28]For further information on how the policies discussed in this section are reflected in C-31, see http://www.cic.gc.ca/english/press/00/0009-bg1.html

[29]More information on the IRB is available at http://www.cic.gc.ca/english/refugee/irb-e.html and http://www.irb.gc.ca

[30]A fact sheet on the Undocumented Convention Refugee in Canada Class can be found at http://www.cic.gc.ca/english/refugee/ucrcc-e.html

PROMOTING THE INTEGRATION OF NEWCOMERS

This business line promotes the integration of newcomers by defining membership in Canadian society, enhancing the value of Canadian citizenship and supporting the delivery of adaptation, settlement and integration services and programs.

Planned Spending	$317,809,000
Total Authorities	*$321,523,000*
1999-2000 Actual	**$314,035,048**

Explanation of Variances – Total Authorities are $3.7 million higher than Planned Spending primarily as a result of additional resources of $10.7 million for the Kosovo relief effort, a Grant increase of $7.2 million for the Canada-Quebec Accord on Immigration, and a reduction of $11 million in settlement grants to provinces reprofiled to 2000-2001.

Resources of $7.5 million lapsed primarily because of unspent Immigrant Settlement and Adaptation Program (ISAP) funds, particularly for the Kosovo relief effort, totalling $6.1 million and fluctuations in the language instruction and settlement needs of newcomers under the Language Instruction for Newcomers to Canada (LINC) program.

Key result	To be demonstrated by
Support for the settlement, adaptation and integration of newcomers into Canadian society	• Successful integration of newcomers into Canadian society • Advancing accountability to ensure effectiveness and efficiency in the delivery of settlement programs • According full participation in Canadian society to eligible permanent residents through the granting of citizenship • Effective promotion and understanding of citizenship and integration issues

Successful Integration of Newcomers into Canadian Society

- ☑ The enduring role of the federal government
- ☑ Overseas orientation
- ☑ Creation of Integration-Net

In the past year, CIC organized and co-chaired a working group comprised of federal, provincial and territorial government representatives, which provided a forum for the exchange of information on settlement and integration issues. The Department consulted and achieved consensus among members on the Settlement Allocation Model (a methodology to distribute settlement funds, as discussed below). This was a significant accomplishment as it enhanced the transparency of the parties involved in the allocation and spending of settlement program funds. In addition, consultations provided additional information on the settlement services available across the country and a renewed foundation for bilateral relations.

The delivery of the Canadian Orientation Abroad program in Eastern Europe, Nairobi and Vietnam provides an example of a CIC-led initiative. Designed to facilitate the settlement and integration of newcomers, the program offers orientation sessions to prospective immigrants on Canada, their rights and responsibilities as Canadians, employment opportunities and the cultural environment. The Department hopes to expand the orientation to other countries. During 1999-2000, these sessions were attended by 3,159 prospective immigrants.[31]

CIC launched Integration-Net in January 2000, a Web site designed to be a research and communications tool for service providers and settlement organizations, and to support the settlement community in general. Intended as a forum where groups can share ideas and news and ask questions, the site also contains a virtual library, answers to frequently asked questions, and a national calendar of events. The Web page is now not only available to settlement organizations and service providers, but also to the general Canadian public.[32]

Advancing accountability to ensure effectiveness and efficiency in the delivery of settlement programs

- ☑ Settlement Allocation Model
- ☑ Settlement Accountability Framework

Canada has settlement services agreements in place with British Columbia and Manitoba that set out the guiding principles that govern the shared roles and responsibilities of each for the provision of settlement and integration services that are appropriate, relevant and responsive to the needs of newcomers in each province. Pursuant to the settlement realignment agreements, these provinces receive funds for the design, delivery and administration of settlement services. The framework for provincial accountability requires both provinces to account for their use of the funds. In 2000-2001, each province will issue service plans, as well as annual reports outlining the performance of their settlement program, the use of funds and the results achieved. The Department continued to manage the delivery of settlement programs in those provinces and territories where agreements have not been concluded to ensure that support for the adaptation, settlement and integration of newcomers was provided.

One key objective of the Canada-Quebec Accord on Immigration is the integration of immigrants into the province "in a manner that respects the distinct identity of Quebec." The province has exclusive responsibility for linguistic, cultural and economic integration services to immigrants who settle there. As compensation, Quebec receives a federal grant based on a formula contained in the Accord. The Accord also provides an accounting framework for the funds: services provided by Quebec must generally correspond to settle-

[31]For more information on the Canadian Orientation Abroad program, see http://www.cic.gc.ca/english/press/vis03e/iandc_e.html#orient
[32]Integration-Net is located at www.integration-net.cic.gc.ca

ment and integration services offered in the rest of the country, and must be offered without discrimination to all immigrants, whether or not they were selected by the province (under the Accord, Quebec has sole authority to select immigrants in certain categories). A joint committee of senior officials is mandated to study the services provided by each government to promote the sharing of best practices and ensure that services are consistent with the Accord. In June 2000, the committee undertook to further facilitate information exchange.

To deliver improved settlement assistance programs for immigrants outside Quebec, changes were made to the allocation of settlement funds through the development of a new model. Bilateral and multilateral discussions were held with all stakeholders to determine the allocation of funds, and it was decided that the major immigrant destinations would receive the bulk of the contributions. By clearly outlining the amount of the contributions given to the provinces and regions and the activities they were intended for, the model provides a rationale for resource allocation and the basis for accountability. CIC is continuing to update the model.

During this past year, a Settlement Accountability Framework was developed. It identifies five elements that will more clearly illustrate to the Canadian public how their funds are being used for the Department's contribution programs. Elements include:

- Evaluation frameworks to be applied to CIC's settlement programs to determine their effectiveness. The evaluation framework was completed in 1999 for the Language Instruction for Newcomers to Canada program. Consultations for the Immigrant Settlement and Adaptation Program and the Host Program began in early spring and will be completed in the summer of 2000.[33]
- Performance measurement will identify successes and areas for improvement within the settlement programs. Indicators are currently being established through consultations with various stakeholders.
- Contribution agreements will provide an updated template for outlining the terms and conditions that apply to CIC and the provinces and territories, taking into account new policies for grants and contributions.
- The Management Control Framework focuses on internal quality control and accountability for the management of funds. A survey of current fund management systems was completed by regional and local offices and recommendations to improve current practices, particularly with regard to staff training, monitoring and audit functions, will be addressed.
- Provinces with settlement renewal agreements will strengthen accounting for contributions through the development of improved performance information. These provinces will report on the successes and experiences of their settlement program, the use of the funds and the results achieved through service plans and annual reports.

[33]For information on the ISAP, Host and LINC programs, see http://www.cic.gc.ca/english/newcomer/index.html#partners

According full participation in Canadian society to eligible permanent residents through the granting of citizenship

- ☑ Improving the integrity of the citizenship certificate issuance process
- ☑ National Quality Assurance Program
- ☑ Improved processing

CIC is committed to enhancing the integrity of the citizenship certificate process, and works with partner agencies such as the Passport Office, the RCMP and HRDC to meet that goal. In 1999-2000, a pilot project was conducted during citizenship ceremonies in six cities to stamp the permanent resident records of new citizens to indicate that the holder is no longer a permanent resident. This will assist in curtailing the fraudulent use of permanent resident records by rendering those that have been marked useless to anyone but the new citizen. A review of this pilot is currently under way. The citizenship certificate itself is also being updated, and a detailed security review, the development of a new card and analysis of the process for issuance of the card are currently being undertaken.

The National Quality Assurance Program, begun in 1997, was identified for potential improvement. To ensure the integrity of the citizenship program, a review of the current quality assurance process was undertaken and improvements were made. This program has proven effective in measuring the reliability of client information. The measurement of the quality of decision making by CIC officers requires improvement and has been constrained to date by the scarcity of resources. However, the availability of additional funding for this initiative will be reviewed this fiscal year.

Citizenship Processing

Improved processing methods and service standard agreements were put in place for 1999-2000, which enabled backlog clearance. Combined with the increase in citizenship applications, these improvements and agreements resulted in a considerable increase in productivity both at the Sydney Case Processing Centre (CPC) and in local CIC offices. For example, the number of applicants for Canadian citizenship rose by 21%, the number of citizenship certificates issued increased by 37%, and the CPC in Sydney processed 41% more applications than in 1998-1999 (and well exceeded the target). Overall, the CPC and local offices improved their processing times so that they were able to consistently meet their service standards.

Effective promotion and understanding of citizenship and integration issues

- ☑ Promotional activities
- ☑ Citzine

Through various promotional activities, CIC aims to ease the settlement of newcomers into Canadian society and enhance their awareness of the Canadian cultural environment. In the past fiscal year, the Integration Branch developed and implemented three major promotional initiatives:

- "Welcome to Canada–What You Should Know," a kit given to all adult immigrants at Canada's major ports of entry, provides detailed information on getting settled in Canada (identity papers, employment, education, etc.). CIC developed the kit to assist immigrants in settling as quickly and efficiently as possible, therefore easing the transition to Canadian life.[34]
- The Citizenship Tree is a celebration of all the immigrants who became or will become Canadian citizens in the first year of the millennium. Every citizenship ceremony in 2000 will be represented by a gold leaf on the Citizenship Tree to symbolize Canada's welcome of new citizens and our commitment to helping them settle in Canada.[35]

[34]For a copy of the kit, see http://www.cic.gc.ca/english/newcomer/welcome/index.html
[35]For more information on the Citizenship Tree, see http://www.cic.gc.ca/welcomehome/celebrate/tree.htm

- The Welcome Home Campaign encourages young people to send messages of welcome to new Canadians. A two-year campaign, it is expected to peak during Citizenship Week, which will be held in October. Designed to foster in children a welcoming attitude toward newcomers, the program also promotes appreciation of Canada's rich multicultural heritage.[36]

The Department also developed and updated promotional activities for implementation in 2000-2001. This included updating the Citzine Web site and establishing the Citation for Citizenship Award, an annual award that will first be given in the fall of 2000 to recognize 10 individuals and 10 organizations that have assisted in the successful integration of newcomers. A Web magazine for teenagers, Citzine has the same fundamental goal as the Welcome Home Campaign but is aimed at teenagers rather than children. It is intended to encourage their participation in the settlement and integration of newcomers.[37] Plans for updating the Web page, including design, language and content, were developed in the past fiscal year to make the site more attractive to teenagers.[38]

---

[36]For more information on the Welcome Home Campaign, see http://www.cic.gc.ca/welcomehome/index.htm
[37]For more information on the Citation for Citizenship Award, see http://www.cic.gc.ca/english/citizen/citation-e.html
[38]Citzine can be found at http://www.citzine.ca

MANAGING ACCESS TO CANADA

The Department is committed to preserving the integrity of Canada's citizenship, immigration and refugee programs, and protecting the safety, security and well-being of Canadian society, while facilitating the entry of legal immigrants and legitimate visitors.

Planned Spending	$105,946,000
Total Authorities	*$131,964,000*
1999-2000 Actual	**$123,471,302**

Explanation of Variances – Total Authorities are $26.1 million higher than Planned Spending primarily because of additional resources for the marine arrivals initiative.

Resources totalling $8.5 million lapsed primarily because additional resources set aside in contingency planning for the marine arrivals were not required.

Key result	To be demonstrated by
Management of access to Canada with a fair and effective enforcement strategy	• Departmental activities that contribute to the protection of Canadian society • Interdiction of individuals attempting to enter Canada with improper documentation • Reports on and, if necessary, detention of individuals who have contravened the *Immigration Act* • Removal of people who are not eligible for admission to Canada, especially those who pose a threat to Canadian society

Departmental activities that contribute to the protection of Canadian society

- ☑ Policy and legislative reform
- ☑ Combating human smuggling and trafficking
- ☐ Harmonization of visa policies
- ☑ Enhanced information sharing
- ☑ Shared Border Accord
- ☑ National Case Management System
- ☑ Development of a more secure identity document for permanent residents
- ☑ Facilitating entry while maintaining control

CIC's principal initiative to enhance the management of access to Canada was the tabling of Bill C-31, the Immigration and Refugee Protection Act. Specifically, Bill C-31 will improve the integrity of the immigration and refugee programs by redefining inadmissibility and increasing the penalties for contravening immigration legislation, particularly for those who aid and abet the arrival of improperly documented people. The new legislation will also enhance CIC's ability to return people who do not have the right to remain in Canada to their country of origin. This is achieved through provisions that facilitate removals while ensuring that the legal rights of these people are respected.

The CIC Secretariat for Protocols on Human Smuggling and Trafficking is coordinating Canada's position on the UN draft Protocol on Migrant Smuggling and, jointly with Status of Women Canada, Canada's position on the draft UN Protocol on Trafficking in Persons, Especially Women and Children,[39] both of which supplement the UN Convention against Transnational Organized Crime.[40] As well, CIC chairs the G-8 "Lyon" Sub-group on Alien Smuggling and Trafficking in Human Beings. One of the functions of this sub-group is to develop the G-8 position on the UN protocols. As part of its work, the sub-group developed the Statement of Guiding Principles and Plan of Action adopted at the G-8 Ministerial Meeting on Transnational Organized Crime that took place in Moscow in October 1999.[41] The need for this type of international cooperation among nations to effectively address the growing problem of transnational organized crime and its involvement in migrant smuggling and trafficking was highlighted in the summer of 1999 with the marine arrivals off the coast of British Columbia.

CIC and its American counterpart, the United States Immigration and Naturalization Service (USINS), have a long history of cooperation. This relationship was strengthened in 1997 when CIC and USINS embarked on the Border Vision initiative to devise and implement strategies to more effectively deal with migration concerns that affect both countries. Key to the success of the Border Vision is its three-pronged approach, which involves finding solutions off-shore before people arrive in Canada, better coordination of visa policies and procedures, and the enhancement of cooperation inland. As part of these efforts, a statement of mutual understanding (SMU) on information sharing was signed with USINS and the U.S. Department of State in July 1999. The SMU has been an important component in facilitating a comprehensive information exchange between CIC and its United States counterpart.[42]

Where either Canada or the United States has no visa requirement for other foreign nationals or where processes for the granting of visas differ, it has been shown that some individuals take advantage of the close proximity of the two countries to exploit these differences. To address this situation, CIC, USINS and the U.S. Department of State are currently working together to identify opportunities to more closely align visa requirements and

[39]For more information on the trafficking of women, see http://www.cic.gc.ca/english/srr/research/reports-e.html
[40]Copies of the latest draft Convention and protocols are available at http://www.uncjin.org/Documents/documents.html
[41]For more information on the G-8 ministerial meeting, see http://www.dfait-maeci.gc.ca/foreignp/g7/1999/moscow1-e.htm
[42]For more information on the Border Vision, see http://www.dfait-maeci.gc.ca/geo/usa/menu-e.asp

processes. Canada and the United States have developed increasingly convergent visa requirements and are participating in consultations and information exchanges to facilitate the entry of legitimate travellers while preventing illegal movements. Recognizing that the achievement of full harmonization of visa requirements is unlikely, CIC's policy objective has refocused on minimizing the negative effects of situations where convergence may not be possible between the two countries.

To better manage the flow of travellers across the Canada/United States border, the Coordinating Committee for the Accord on Our Shared Border began work on a joint pilot project now known as NEXUS. The objective is to facilitate low-risk cross-border traffic by combining both Canadian and American processes. Rather than requiring application to both Canada and the United States, the individual traveller will need to fill out only one application form, will require only one card, and will be subject to only one enrolment process and one set of eligibility criteria. Once approved, the individual traveller will have access to a dedicated commuter lane enabling expedited border crossings.[43]

Efforts to facilitate the implementation of the National Case Management System continued in the last fiscal year. This system is expected to greatly improve case management at the operational level. It will also provide invaluable management information to support policy and procedural development. Although the system was rolled out in Vancouver and Montréal, implementation in Toronto was postponed until October 2000 because of resource reallocations prompted by the marine arrivals off the coast of British Columbia, program alterations to meet regional requirements and software development compatibility issues.

A new permanent resident card has been developed to replace the existing proof of landing document which is unwieldy, easily damaged and susceptible to counterfeiting or forgery. The new card will provide a more secure and convenient way for permanent residents to establish status and identity. Implementation of this major initiative is contingent upon the provision of funding.

The War Crimes Program

Through its War Crimes Program, CIC is dedicated to preventing people who have committed crimes against humanity from remaining in or entering Canada. Initiated in 1998 with total inter-departmental funding of $46.8 million over three years ($28 million for CIC), the Program will assist CIC and its partners, the Solicitor General and the Department of Justice, in dealing with such cases. In 1999, CIC denied entry into Canada to 581 individuals (an increase of almost 90% over the previous year), intervened in 127 refugee cases, excluded 35 from the determination process (a 114% increase) and removed 38 people from Canada (an increase of 41%). CIC has developed a full program evaluation framework to measure the effectiveness of the Program.

The War Crimes Program was further strengthened with the new *Extradition Act*, which came into force in 1999. The Act expands Canada's capacity to respond to transnational crime, war crimes and crimes against humanity in an environment of new information technology and the increased mobility of people. It modifies the criteria for what is allowed as evidence, establishes clear procedures for extradition processes, and provides human rights and procedural safeguards.[44]

[43]For more information on the Accord on Our Shared Border, see http://www.dfait-maeci.gc.ca/geo/usa/menu-e.asp
[44]For information on the War Crimes Program, visit http://www.cic.gc.ca/english/press/99/9931-pre.html

Interdiction of individuals attempting to enter Canada with improper documentation

- ☑ Collaborative interdiction efforts
- ☑ Scanning technology evaluation

Interdiction has proven to be one of CIC's more effective control policies despite the growth in the number of irregular migrants in most areas around the world. The deployment of immigration control officers overseas, who work with transportation companies and foreign governments to prevent the use of fraudulent documents to board aircraft, resulted in a decline of 12% over 1998 in the number of improperly documented arrivals at Canadian airports. Nonetheless, the increasing number of irregular migrants all over the world suggests we may face a similar challenge in North America. Accordingly, additional resources will be deployed in the coming year to strengthen CIC's control presence at home and abroad.

CIC continues to develop its ability to cooperate with domestic and international partners to address the problems of irregular migration and people smuggling. In November 1999, Canada participated in a joint interdiction exercise with the United States, the United Kingdom and Australia. The primary purpose was to gather intelligence on the movement of irregular migrants from and through Asia and to test the abilities of the four countries to cooperate in addressing identified threats. The initiative resulted in a two-thirds decline that month in the number of improperly documented individuals arriving at Canadian airports from China.

A key element of the Department's overseas interdiction program is the screening of passengers at overseas airports. In 1999-2000, CIC tested a new technology that scans travel documents electronically both before boarding the aircraft and again on arrival. Any inconsistencies in the documents would identify people without valid papers. While the scanning technology is promising, there were some technical problems. CIC will continue to test and evaluate different scanning technologies before making any decision to proceed.

Reports on and, if necessary, detention of individuals who have contravened the *Immigration Act*

The Department issued national policy guidelines on detention, accompanied by training for frontline staff. A national review of detention practices was commenced in early 2000 with a mandate to explore alternatives to detention and effective strategies to decrease the incidence of long-term use of detention. In 1999-2000, the Department successfully used detention for marine arrival cases in British Columbia to ensure the protection of those individuals from exploitation and to guarantee their attendance at refugee determination hearings.[45]

National standards for immigration holding facilities have also been developed. The principles of CIC's detention policy are reflected in Bill C-31. Regulations are being developed to clarify the current legislative provisions for detention and provide more guidance for immigration officers and adjudicators.

[45]For more information on arrests and detention, see http://www.cic.gc.ca/english/pub/03detention-e.html

Removal of people who are not eligible for admission to Canada, especially those who pose a threat to Canadian society

☑ Removal agreements

CIC embarked on a partnership with domestic national partners and local police forces to reinforce the effectiveness of the removal program. These efforts are needed to ensure that people under removal orders will be granted travel documents and the right of entry into the countries to which they are being removed. The increase in the number of removals from Canada highlights the importance for CIC to collaborate with other government departments (RCMP, DND) and other countries. The Department is currently working closely with the United States and other like-minded countries on a coordinated, strategic approach to removals. CIC has removal agreements with Slovenia, Lebanon, the Czech Republic, Jamaica, the United States, Hong Kong and Vietnam. Talks with a number of countries, including Poland and Portugal, are also under way.[46]

Removals from Canada, 1995-1999

Year	Total Removals	% Change over Previous Year
1999	8,311	3%
1998	8,109	2%
1997	7,968	37%
1996	5,838	22%
1995	4,798	-
Total	**35,024**	**73%***

* Total % change of 1995 and 1999.

The marine arrivals off the coast of British Columbia highlighted the need for greater cooperation between the governments of Canada and the People's Republic of China to confront the growing problem of criminally organized people smuggling and trafficking. In the past year, ministers Robillard and Caplan have visited China to meet with their counterparts to discuss mutual efforts to combat people smuggling and further a dialogue on global migration issues. These efforts were complemented with contacts at the official level to discuss joint initiatives to deal with criminally organized smuggling, including the visit of a joint CIC/RCMP senior delegation to Beijing and Fujian Province in October 1999.

[46]For more information on removals, see http://www.cic.gc.ca/english/pub/05removals-e.html

PROVIDING CORPORATE SERVICES

Corporate services support the Department's program objectives by managing human and financial resources, maintaining and improving technology and information systems, and managing parliamentary and public affairs and communications.

Planned Spending	$99,054,000
Total Authorities	*$155,824,753*
1999-2000 Actual	**$151,133,115**

Explanation of Variances – Total Authorities exceeded Planned Spending by $56.7 million. Additional authorities were received in the amounts of $7.5 million for collective bargaining settlements, $13.8 million for the Year 2000 strategy, $6.5 million for carry forward and price workload provisions, $16.2 million for the marine arrivals and the Kosovo relief effort, $2.5 million for debt write-off, and $9.6 million for statutory adjustments.

Resources totalling $4.7 million lapsed as $2 million in Capital for Year 2000 activities reduced the need for capital replacement that fiscal year, and $0.7 million for the Year 2000 contingency plan were not spent. Additional operating lapses contributed to the maximization of the carry forward to 2000-2001.

Enhanced competency of CIC staff

- ☑ Succession planning
- ☑ Learning framework
- ☑ Appointment of departmental Ombudsman

In May and June of 1999, the federal government surveyed federal public service employees to obtain their views on workplace issues. At CIC, a process was created to spur dialogue between managers and employees on the survey results. Extensive consultation with employees was a common feature of the different processes to validate and prioritize issues and establish work plans. A departmental action plan has been developed and accountability for follow-up action was built into management accountability accords.[47]

CIC experienced a staff increase of 2.8% in 1999-2000, to 4,403 from 4,284 in 1998-1999. This marks the second year that the Department's human resources grew after several years of reductions. The number of term employees has increased by 33% and an additional 202 full-time indeterminate employees were hired last year, resulting in a strengthening of the Department's program integrity and an improvement in the capacity of CIC to deliver its programs. This increase in program capacity is reflected in three major Human Resources initiatives: succession planning, the Movement at Level Program, and the learning framework.

CIC is engaged in planning to meet the future requirements of the Department. Work force simulations have indicated that CIC needs to develop a recruitment strategy to obtain certain skill sets and a strategy for preparing less experienced employees for increased responsibility. In 1999-2000, CIC developed a

[47]For more information on the survey, see http://www.survey-sondage.gc.ca/

recruitment strategy that expanded its partnerships with post-graduate institutes, enabling the Department to explore new recruitment sources.

Employment equity is an integral part of CIC's strategic and planning processes. An employment systems review has been completed and an implementation framework was presented to and adopted by the Departmental Management Committee. This implementation framework will address recommendations from the Perinbam Task Force on the Participation of Visible Minorities in the Federal Public Service and includes a two-year employment equity plan.

CIC has promoted initiatives aimed at facilitating the lateral movement of employees. The Movement at Level Program and the Assignment Program allow individuals to move from one area of CIC to another within the same salary range, thus acquiring experience, knowledge and understanding of the Department as a whole. These programs are particularly attractive to junior staff. The departmental Executive Committee conducts an annual succession review to ensure that the career aspirations and talents of executives and middle managers are aligned with future vacancies. Through this process, the Executive Committee is also able to identify non-executive employees with high potential as future leaders, and to determine the appropriate training and development opportunities that will prepare them for future management challenges.

In 1999-2000, CIC created a learning framework to support its objective of becoming a learning organization. Four priority learning areas have been identified for action: leadership and management, organizational awareness, client service and communications. As a result, new tools were put in place to outline, assess and improve middle management competencies, and the basis for a new corporate leadership program was defined and approved.

Appointment of Departmental Ombudsman

In 1999, the position of departmental Ombudsman was created. A two-year pilot project, the Ombudsman's office reflects the Department's efforts to improve our overall work environment. The Ombudsman provides informal services to all employees at all levels with respect to concerns, dilemmas and conflict resolution. While it is too soon to assess the success of this pilot project, preliminary feedback suggests that employees are responding favourably. One achievement already realized, however, is the fostering of greater communication through the creation of a secure environment where employees and managers can explore issues that may otherwise go unaddressed.

Effective Organizational and Structural Systems

- ☑ Global Case Management System
- ☑ IT development focus
- ☑ Completion of Year 2000 compliance testing

CIC is committed to constantly improving the effectiveness of its systems. In 1999-2000, considerable effort was spent in developing the business case for the Global Case Management System (GCMS). Funds were subsequently allocated for this major initiative. The GCMS is an integrated information technologies platform that will support the Department's entire client case management operations. It will also be a key enabler in the delivery of the policy and legislative reforms proposed in Bill C-31 and is a key underpinning for the Government On-Line program.[48] In preparation, a technology review is being conducted to validate the architecture and technical tools proposed, and a readiness review is being conducted to assess the project risks and the Department's ability to successfully develop and implement the GCMS.

The Corporate Services sector is also enhancing the existing infrastructure by updating or augmenting current systems.

[48]For more information on the Government On-Line program, visit http://www.gol-ged.gc.ca/

Desktop Internet access was provided to all CIC employees in 1999-2000. A correspondence tracking system has been implemented to facilitate the location of inquiries and documents. Enhancements to PeopleSoft included the consolidation and centralization of regional databases to facilitate the management and control of our human resources system. Various initiatives related to the government-wide implementation of the Financial Information Strategy (FIS), including new functions and required enhancements to the SAP system, are under way.

The arrival of the year 2000 received much attention, with serious fears that information technologies could fail. Well in advance of January 1, 2000, CIC ensured that all office equipment would comply with new requirements, that physical facilities had been thoroughly checked and that business resumption plans were in place. As a result, the global network of IT systems managed by CIC, and declared mission-critical systems by the government of Canada, experienced a smooth transition to the year 2000.

Recognizing Information Technology Excellence

At the 1999 Government Technology Exhibition (GTEC) in Ottawa, CIC received a gold Distinction Award for its quick response to the technology infrastructure requirements posed by the airlift and emergency relocation of the Kosovar refugees. Within 72 hours, CIC's IT team had installed the computer infrastructure to support temporary processing centres in Ontario, Nova Scotia and New Brunswick for over 5,000 Kosovar refugees who arrived in Canada in 1999. CIC's IT team also received a silver Distinction Award for developing a system that would enable departmental staff anywhere in the world to access and search CIC's central database.

The IT team was also the recipient of an Enhanced Management Framework (EMF) Corporate Citizens Award for having contributed to furthering the goals of the EMF outside CIC. Best practices and approaches for good project management were shared with other government departments, and presentations were given on CIC's implementation of a portfolio management approach for information management and information technology projects at project management symposia and events.

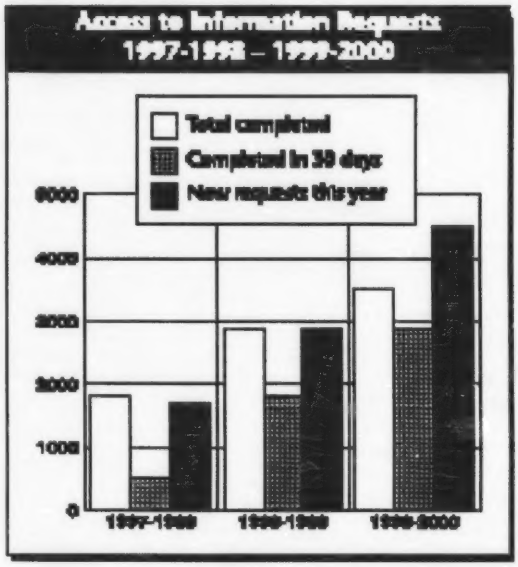
Enhanced Public Awareness of CIC's Policies, Programs and Activities

- ☑ Communications initiatives
- ☑ Responding to Access and Privacy requests

A wide range of plans, research, print and electronic products for internal and external communications were produced, particularly for three major events:

- International events such as the Kosovar refugees and marine arrivals, which required a large number of accurate news releases in a short period of time
- The two legislative initiatives, which required extensive communications material (print and Web) for internal and external audiences
- Support for projects such as "A Scattering of Seeds," a series of videos profiling immigrants that are broadcast weekly on the History Channel and La Chaine RDI, and *Forging Our Legacy*, a book on immigration and citizenship initiatives from 1900 to 1977, targeted for distribution in October.

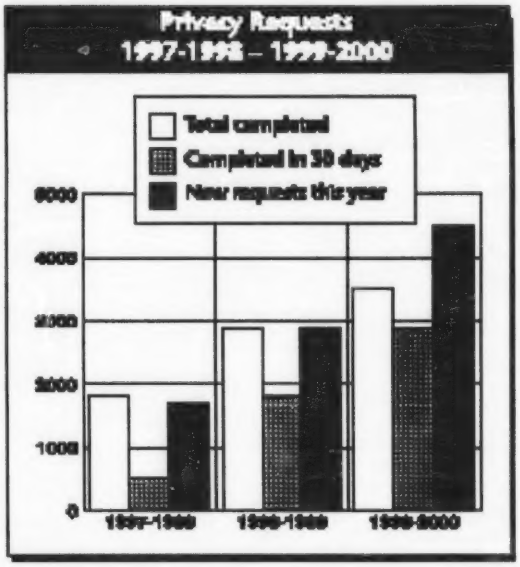
Responding to requests under the *Access to Information Act* and the *Privacy Act* continued as a significant departmental activity in 1999-2000. CIC continues to receive the greatest number of access requests of any Canadian federal department. In part as a result of public interest in CIC activities in 1999-2000, access to information requests increased approximately 70% over 1998-1999, going from 2,770 to 4,726. Despite the additional workload, CIC significantly reduced delays in responding to requests. The Department responded to access requests within legislated deadlines 75% of the time, an improvement of almost 15% over the previous year.



In contrast, the number of new requests made to CIC under the *Privacy Act* dropped slightly from 4,029 in 1998-1999 to 3,673 in 1999-2000. The Department responded 72% of the time to Privacy requests within legislated deadlines, representing a decline from the 86% achieved in 1998-1999. The drop in the number of formal requests under the *Privacy Act* could be attributed to two causes:

- instead of using the *Privacy Act* to obtain information on a client or personnel file, requesters are increasingly using the *Access to Information Act;* and
- more requests for personal information on client or employee files are being handled directly by the appropriate business line, thereby eliminating the need to file a request under the *Privacy Act.*

Requests for information made under the *Privacy Act* are increasingly complex to respond to and often require consultations with other federal departments and agencies. Because of this, processing times for these formal requests tended to be longer in 1999-2000 than in past years.



Section III: Consolidated Reporting

Sustainable Development Strategy

Since the tabling of our first Sustainable Development Strategy in 1997, CIC's efforts to promote sustainable development have focused primarily on greening the Department's operations, information to support policy design and planning, selection issues and educating newcomers to Canada. The indicators associated with the measurement of our performance for these primary goals as well as the targets for 1999-2000 are outlined in the action plan for our first strategy.[49] The Department's long-term goal is to improve its integrated decision-making capacity so that consideration is given to the economic, social and environmental impacts of our programs.

Our progress to date with regard to the targets for this reporting period is outlined below under the categories of Policy and Program Development, Communications, and Environmental Management Systems.

Targets	Results Achieved
Policy and Program Development	
☑ Consultations on the annual Immigration Plan	☑ Provinces and territories were given an opportunity to provide input through the consultations that were conducted in developing the Immigration Plan for the year 2000. ☑ Over the past year, CIC has been developing a multi-year planning process (MYPP) to better align operational realities with domestic needs and international factors that may have an impact on the program. The MYPP consists of a three-pronged approach involving consultations, research and communications. Sustainable development would form an integral part of MYPP consultations.
☑ Policies and programs that consider broad horizontal policy issues and that are consistent with Canada's social, economic and environmental well-being	☑ In April 1999, the Immigration and Refugee Protection Act was tabled in Parliament to respond to a rapidly evolving environment and emerging challenges and opportunities.[50] ☑ Work also progressed on identifying and developing ideas for "Horizontal Federal Activities in the Area of the Social and Cultural Dimensions of Sustainable Development" and through these activities, examine how federal departments can support integrated decision making through our various programs and services.
☑ Evaluation frameworks	☑ CIC completed six evaluation frameworks in the past fiscal year that assess the economic, social and cultural impact of CIC's programs and, by the end of the next fiscal year, will have completed an additional four. Such frameworks are intended to increase staff awareness of sustainable development issues.

[49]Details on the action plan can be found at http://www.cic.gc.ca/english/pub/sds-e.html
[50]Further information is available at http://www.cic.gc.ca/english/about/policy/legrev_e.html

☑ Policies and programs to prevent abuse of Canada's citizenship, immigration and refugee programs and to protect the health and safety of Canadians and the security of Canada	☑ The proposed Immigration and Refugee Protection Act has been designed to facilitate the arrival of those we have selected while curbing the abuse of the immigration and refugee system by those who do not help us to meet our program objectives. ☑ Our policies and programs have also been designed to ensure the protection of the public health of Canadians.[51]
☑ Develop new content for citizenship and immigration educational material on sustainable development by July 31, 1999	☑ Caring for the environment as one responsibility of citizenship is noted in the *Citizenship and Heritage Week Activity Guide*, a publication that was developed primarily for teachers and youth leaders in 1999. ☑ A section on sustainable development was added to *A Look at Canada*, the study guide for citizenship candidates. This raises awareness among citizens of their responsibility for Canada's social, economic and environmental well-being.[52] ☑ *A Newcomer's Introduction to Canada*, a publication distributed to visa-ready immigrants abroad, contains a section on the environment which describes Canada's land, economy and climate. It emphasizes the importance of protecting the environment and offers some suggestions on how to do so.[53]
Communications	
☑ Put in place by early 1999 an Intranet and Internet site for CIC on sustainable development	☑ CIC created an Internet site in February 2000.[54] Its Intranet site, accessible to departmental employees, was created in the spring of 1999. Both of these electronic sites contribute to greater awareness of sustainable development objectives among departmental employees and stakeholders.
Environmental Management Systems	
❑ Provide a framework by the end of 1999 for environmental initiatives with a focus on fleet management, procurement and facilities (including waste reduction, energy efficiency and water conservation)	❑ The framework for environmental initiatives has not yet been completed. In August and September 2000, CIC officials will meet with other departments to discuss environmental initiatives pertaining to fleet management and green procurement. From those discussions, an action plan will be developed by the end of October 2000. The action plan will also include a national communication strategy for the Department's environmental management systems. ❑ CIC being a non-custodial department, environmental initiatives in facilities management are closely tied to related initiatives of Public Works and Government Services Canada (PWGSC) and building owners who lead the efforts on energy efficiency and water conservation. One example of a waste reduction initiative is CIC's collaboration with PWGSC and building owners on the implementation of the Enhanced Recycling Program.

[51] See p. 18 for more information on medical admissibility.
[52] This document is available at http://www.cic.gc.ca/english/citizen/look/look-00e.html
[53] An electronic version of this document is available at http://www.cic.gc.ca/english/newcomer/guide/new-toce.html
[54] http://www.cic.gc.ca/english/about/policy/sds/index.html

PERFORMANCE OF LEGISLATIVE AND REGULATORY INITIATIVES

Purpose of legislative or regulatory initiative	Expected results	Results achieved
Citizenship of Canada Act and Regulations: Tabling in Parliament of new legislation that takes into account the recommendations of the Standing Committee on Citizenship and Immigration.	• Simple, transparent and effective legislation and regulations • Reinforcement of the integrity of citizenship legislation • Cost-effective, efficient and consistent decision-making processes and program delivery	Bill C-16 has been passed by the House of Commons and is before the Senate.
Immigration and Refugee Protection Act and Regulations: Tabling in Parliament of new framework legislation that touches upon virtually every major element of the immigration program. Regulations are being developed to give effect to the principles set down in the legislation.	• Greater legislative transparency • Reinforcement of the integrity of immigration legislation • A family class immigration program that is more contemporary in its orientation and requirements • The selection of immigrants who are more capable of contributing to the Canadian economy • Faster, more effective and efficient determination of claims for refugee status • Cost-effective, efficient and consistent decision-making processes and program delivery	Bill C-31 has passed second reading in the House of Commons.
Immigration Regulations – New Selection Criteria for Economic Stream Immigrants: Intended to update the skilled worker selection system to more effectively respond to the needs of a knowledge-based economy.	• The selection of immigrants who are more capable of contributing to the Canadian economy • Enhanced capacity to achieve announced immigration levels	Regulations are being developed as part of the package that will accompany Bill C-31.
Immigration Regulations – Undocumented Convention Refugee in Canada Class: Intended to reduce the waiting period for permanent resident status from five years to three for Convention refugees who are unable to comply with the requirement to be in possession of a valid travel document.	• A more humanitarian response to people whose regularization of status is unnecessarily delayed by current requirements	Change was not made because of a requirement that the Immigration Regulations be amended in their entirety to comply with Court decisions concerning legal entitlements of common-law and same-sex partners. These regulations are now being developed as part of the legislative package for Bill C-31.
Immigration Act Fees Regulations – Right of Landing Fee exception for refugees: The fee was eliminated for refugees and humanitarian designated class applicants to reduce the financial burden of these newcomers who have suffered hardship.	• A more humanitarian response to the situation of refugees and humanitarian designated class immigrants • Such immigrants will become full contributors to Canadian society at an earlier point in time.	Amendment came into force on February 28, 2000.

Section IV: Financial Performance

Financial Performance Overview

This section provides a summary of the Department's financial performance. The following schedules outline the resources that have been approved for the Department by Parliament as well as the Department's annual expenditures and revenues.

Table 1: Summary of Voted Appropriations ($ millions)

Authorities for 1999-2000
Financial Requirements by Authority

Vote	1999-2000 Planned Spending	1999-2000 Total Authorities[a]	1999-2000 Actual
1 Operating expenditures	304.7	446.9	421.4
2 To write off from the Accounts of Canada 3,897 debts due to Her Majesty in Right of Canada, amounting in the aggregate to $2,493,494	–	2.5	2.4
5 Capital expenditures	10.6	7.0	5.0
10 Grants and contributions	333.9	421.8	366.5
(S) Salary and motor car allowance	–	–	–
(S) Contributions to employee benefit plans	34.0	39.2	39.2
(S) Refund of amounts credited to revenues in previous years	–	19.2	19.2
(S) Payments to private collection agencies pursuant to section 17.1 of the *Financial Administration Act*	–	0.1	0.1
(S) Court awards	–	1.9	1.9
(S) Spending of proceeds from the disposal of surplus Crown assets	–	0.1	0.1
Total Department	**683.2**	**938.7**	**855.8**

[a] For an explanation of variances, see p. 8.

M121

IMPORTANT NOTE CONCERNING THE FOLLOWING PAGES

THE PAGES WHICH FOLLOW HAVE BEEN FILMED TWICE IN ORDER TO OBTAIN THE BEST REPRODUCTIVE QUALITY

USERS SHOULD CONSULT ALL THE PAGES REPRODUCED ON THE FICHE IN ORDER TO OBTAIN A COMPLETE READING OF THE TEXT.

REMARQUE IMPORTANTE CONCERNANT LES PAGES QUI SUIVENT

LES PAGES SUIVANTES ONT ÉTÉ REPRODUITES EN DOUBLE AFIN D'AMÉLIORER LA QUALITÉ DE REPRODUCTION

LES UTILISATEURS DOIVENT CONSULTER TOUTES LES PAGES REPRODUITES SUR LA FICHE AFIN D'OBTENIR LA LECTURE DU TEXTE INTÉGRAL

micromedia
a division of IHS Canada

20 Victoria Street
Toronto, Ontario M5C 2N8
Tel.: (416) 362-5211
Toll Free: 1-800-387-2689
Fax: (416) 362-6161
Email: info@micromedia.on.ca

Table 2: Comparison of Total Planned Spending to Actual Spending

The following table provides details on the allocation of 1999-2000 Total Planned Spending, Total Authorities (in italics) and Actual Expenditures (shaded areas) by business line and type of expenditure. For an explanation of the variances, see Performance Accomplishments by Business Line beginning on p. 15.

Business Lines	FTEs[a]	Operating[b]	Debt Write-off[c]	Capital	Grants and Contributions	Total Gross Expenditures	Less Respendable Revenues	Total Net Expenditures
Maximizing Benefits of International Migration	1,216	79.2	-	-	-	79.2	-	79.2
		116.8	-	-	-	*116.8*	-	*116.8*
		116.4	-	-	-	**116.4**	-	**116.4**
Maintaining Canada's Humanitarian Tradition	108	34.2	-	-	47.0	81.2	-	81.2
		81.4	-	-	*131.2*	*212.6*	-	*212.6*
		68.8	-	-	**82.0**	**150.8**	-	**150.8**
Promoting the Integration of Newcomers	418	30.9	-	-	286.9	317.8	-	317.8
		30.9	-	-	*290.6*	*321.5*	-	*321.5*
		29.5	-	-	**284.5**	**314.0**	-	**314.0**
Managing Access to Canada	1,260	105.9	-	-	-	105.9	-	105.9
		132.0	-	-	-	*132.0*	-	*132.0*
		123.5	-	-	-	**123.5**	-	**123.5**
Providing Corporate Services	908	88.5	-	10.6	-	99.1	-	99.1
		146.3	*2.5*	*7.0*	-	*155.8*	-	*155.8*
		143.7	2.4	5.0	-	151.1	-	151.1
Total	3,910	338.7	-	10.6	333.9	99.1	-	683.2
		507.4	*2.5*	*7.0*	*421.8*	*155.8*	-	*938.7*
		481.9	**2.4**	**5.0**	**366.5**	**151.1**	-	**855.8**
Other Revenues and Expenditures								
Non-respendable Revenues								(363.6)
								(363.6)
								(443.6)
Cost of Services Provided by Other Departments								164.6
								164.6
								167.0
Net Cost of the Program								484.2
								739.7
								579.2

[a] Full-time equivalent (FTE) is a measure of human resources consumption based on average levels of employment. FTE factors out the length of time an employee works each week by calculating the rate of assigned hours of work over scheduled hours of work.

[b] Operating includes statutory votes identified in Table 1: Summary of Voted Appropriations

[c] Write-off of outstanding immigration loans pursuant to Section 25 of the *Financial Administration Act*

Table 2: Comparison of Total Planned Spending to Actual Spending

The following table provides details on the allocation of 1999-2000 Total Planned Spending, Total Authorities (in italics) and Actual Expenditures (shaded areas) by business line and type of expenditure. *For an explanation of the variances, see Performance Accomplishments by Business* Line beginning on p. 15.

Business Lines	FTEs[a]	Operating[b]	Debt Write-off[c]	Capital	Grants and Contributions	Total Gross Expenditures	Less Respendable Revenues	Total Net Expenditures
Maximizing Benefits of International Migration	1,216	79.2	-	-	-	79.2	-	79.2
		116.8	-	-	-	*116.8*	-	*116.8*
		116.4	-	-	-	116.4	-	116.4
Maintaining Canada's Humanitarian Tradition	108	34.2	-	-	47.0	81.2	-	81.2
		81.4	-	-	*131.2*	*212.6*	-	*212.6*
		68.8	-	-	82.0	150.8	-	150.8
Promoting the Integration of Newcomers	418	30.9	-	-	286.9	317.8	-	317.8
		30.9	-	-	*290.6*	*321.5*	-	*321.5*
		29.5	-	-	284.5	314.0	-	314.0
Managing Access to Canada	1,260	105.9	-	-	-	105.9	-	105.9
		132.0	-	-	-	*132.0*	-	*132.0*
		123.5	-	-	-	123.5	-	123.5
Providing Corporate Services	908	88.5	-	10.6	-	99.1	-	99.1
		146.3	*2.5*	*7.0*	-	*155.8*	-	*155.8*
		143.7	2.4	5.0	-	151.1	-	151.1
Total	3,910	338.7	-	10.6	333.9	99.1	-	683.2
		507.4	*2.5*	*7.0*	*421.8*	*155.8*	-	*938.7*
		481.9	2.4	5.0	366.5	151.1	-	855.8
Other Revenues and Expenditures								
Non-respendable Revenues								(363.6)
								(363.6)
								(443.6)
Cost of Services Provided by Other Departments								164.6
								164.6
								167.0
Net Cost of the Program								484.2
								739.7
								579.2

[a] Full-time equivalent (FTE) is a measure of human resources consumption based on average levels of employment. FTE factors out the length of time an employee works each week by calculating the rate of assigned hours of work over scheduled hours of work.

[b] Operating includes statutory votes identified in Table 1: Summary of Voted Appropriations.

[c] Write-off of outstanding immigration loans pursuant to Section 25 of the *Financial Administration Act*.

Table 3: Historical Comparison of Total Planned Spending to Actual Spending ($ millions)

The following table provides a history of spending by business line. A comparison of the 1999-2000 Total Planned Spending and the actual expenditures recorded in the Public Accounts are also incorporated.

Business Lines	Actual 1997-1998	Actual 1998-1999	1999-2000 Planned Spending	1999-2000 Total Authorities	1999-2000 Actual[a]
Budgetary					
Maximizing Benefits of International Migration	76.9	108.7	79.2	116.8	116.4
Maintaining Canada's Humanitarian Tradition	70.5	73.5	81.2	212.6	150.8
Promoting the Integration of Newcomers	295.0	278.4	317.8	321.5	314.0
Managing Access to Canada	107.6	81.1	105.9	132.0	123.5
Providing Corporate Services	119.5	162.8	99.1	155.8	151.1
Total Budgetary	**669.5**	**704.5**	**683.2**	**938.7**	**855.8**
Non-budgetary					
Settlement - Immigrant Loans Program[b]	4.6	(1.4)	-	-	(6.9)

[a] For an explanation of variances, see pp. 8, 15, 22, 27, 32, 37.

[b] Loan amounts represent disbursements (loans issued) less receipts (loans reimbursed). Figures in parentheses (indicating a negative value) denote receipts exceeding disbursements.

Table 4: Non-respendable Revenues ($ millions)

Business Lines	Actual 1997-1998	Actual 1998-1999	1999-2000 Planned	1999-2000 Actual
Maximizing Benefits of International Migration				
Immigration Cost Recovery Fees	201.0	213.4	181.0	244.3
Right of Landing Fees	106.5	100.5	106.5	126.7
Maintaining Canada's Humanitarian Tradition				
Immigration Cost Recovery Fees	4.6	9.6	3.4	8.5
Right of Landing Fees	13.2	17.2	13.3	18.1
Interest on the Immigrant Loans Program	0.3	0.6	0.1	0.8
Promoting the Integration of Newcomers				
Citizenship Cost Recovery Fees	20.6	18.9	20.3	21.0
Right of Citizenship Fees	12.9	14.3	30.0	13.7
Managing Access to Canada				
Immigration Cost Recovery Fees	4.6	6.4	4.0	5.9
Obligations of Transportation Companies	4.8	4.2	5.0	4.6
Total Non-respendable Revenues	**368.5**	**385.1**	**363.6**	**443.6**

Table 5: Transfer Payments by Business Line ($ millions)

Business Lines	Actual 1997-1998	Actual 1998-1999	1999-2000 Planned Spending	1999-2000 Total Authorities	1999-2000 Actual
Grants					
Promoting the Integration of Newcomers					
Grant for the Canada-Quebec Accord	90.0	101.4	95.7	102.9	102.9
Grants to provinces	46.3	0.1	75.3	51.4	51.4
Total Grants	**136.3**	**101.5**	**171.0**	**154.3**	**154.3**
Contributions					
Promoting the Integration of Newcomers					
Immigrant Settlement and Adaptation Program	25.1	28.5	14.3	34.0	32.2
Host Program	2.4	2.7	2.2	3.6	2.4
Language Instruction for Newcomers to Canada	102.2	119.0	99.4	98.7	95.6
Maintaining Canada's Humanitarian Tradition					
Resettlement Assistance Program	37.2	42.3	45.0	129.2	80.9
International Organization for Migration	1.4	1.5	2.0	2.0	1.1
Total Contributions	**168.3**	**194.0**	**162.9**	**267.5**	**212.2**
Total Transfer Payments	**304.6**	**295.5**	**333.9**	**421.8**	**366.5**

The Immigrant Settlement and Adaptation Program provides funds for services such as orientation, paraprofessional counselling, translation and job-finding help.

The Language Instruction for Newcomers to Canada program provides funds for basic language training in one official language to adult immigrants to facilitate their social, cultural, economic and political integration.

Grants under the Canada-Quebec Accord and grants to provinces recognize the importance of resettlement services by responding to the growing need to assist immigrants in integrating.

Host funds are provided to match Canadian volunteers (individuals and groups) with newcomers to facilitate settlement and integration.

The Resettlement Assistance Program, formerly the Adjustment Assistance Program, helps pay for temporary accommodations, necessary clothes, household effects and living expenses for up to one year for indigent Convention refugees.

Table 6: Capital Spending by Business Line ($ millions)

Business Line	Actual 1997-1998	Actual 1998-1999	1999-2000 Planned Spending	1999-2000 Total Authorities	1999-2000 Actual
Corporate Services	10.0	12.8	10.6	7.0	5.0
Total Capital Spending	**10.0**	**12.8**	**10.6**	**7.0**	**5.0**

Table 7: Loans, Investments and Advances

Immigration Loans	Actual 1997-1998 ($000s)	Number of Loans 1997-1998	Actual 1998-1999 ($000s)	Number of Loans 1998-1999	Actual 1999-2000 ($000s)	Number of Loans 1999-2000
Transportation, Admissibility and Right of Landing Fee[a] Loans	15,816	6,035	16,042	6,087	11,791	5,689
Assistance Loans	1,665	4,330	1,092	4,646	1,063	1,930
Total	**17,481**	**10,365**	**17,134**	**10,733**	**12,854**	**7,619**

[a] The Right of Landing Fee was introduced in the February 1995 Budget. On February 28, 2000, it was eliminated for refugees.

Table 8: Contingent Liabilities ($ millions)

Contingent Liabilities[a]	March 31 1998	March 31 1999	March 31 2000
1. Claims related to two individuals who, while under deportation order, were convicted of or accused of murder	121.5	10.0	10.0
2. Cases arising from the application of the provisions of the *Immigration Act*	44.9	3.7	7.7
Total	**166.4**	**13.7**	**17.7**

[a] Because these cases are before the courts, the Department cannot comment on them. They must, however, be recognized as potential liabilities against the Crown and are, therefore, presented for information purposes.

Section V: Departmental Overview

Mandate and Mission

Section 95 of the *Constitution Act, 1867* provides that the Parliament of Canada and the provincial legislatures exercise concurrent legislative authority over immigration, while making federal legislation paramount in situations of conflict. Section 91 (25) of the same Act gives the Parliament of Canada exclusive legislative authority over "naturalization and aliens."

On June 23, 1994, Parliament approved the act that established the Department of Citizenship and Immigration *(Department of Citizenship and Immigration Act)* and gave its minister powers, duties and functions over all citizenship and immigration matters within its jurisdiction.

Citizenship and Immigration Canada is responsible for the administration of the *Citizenship Act*, the *Immigration Act* and the regulations issued under these acts, including the *Citizenship Regulations, 1993*, the *Immigration Act Fees Regulations*, the *Humanitarian Designated Classes Regulations* and the *Immigration Regulations, 1978*.

The objective of the Citizenship and Immigration program is to ensure that the movement of people into Canada and membership in Canadian society contribute to Canada's social and economic interests while protecting the health and safety of Canadians. Citizenship and Immigration policies and programs are to be managed consistently with Canada's domestic needs and capacities, and international commitments and responsibilities.

CIC's mission is to build a stronger Canada by:

- deriving maximum benefit from the global movement of people;
- protecting refugees at home and abroad;
- supporting the settlement, adaptation and integration of newcomers; and
- managing access to Canada.

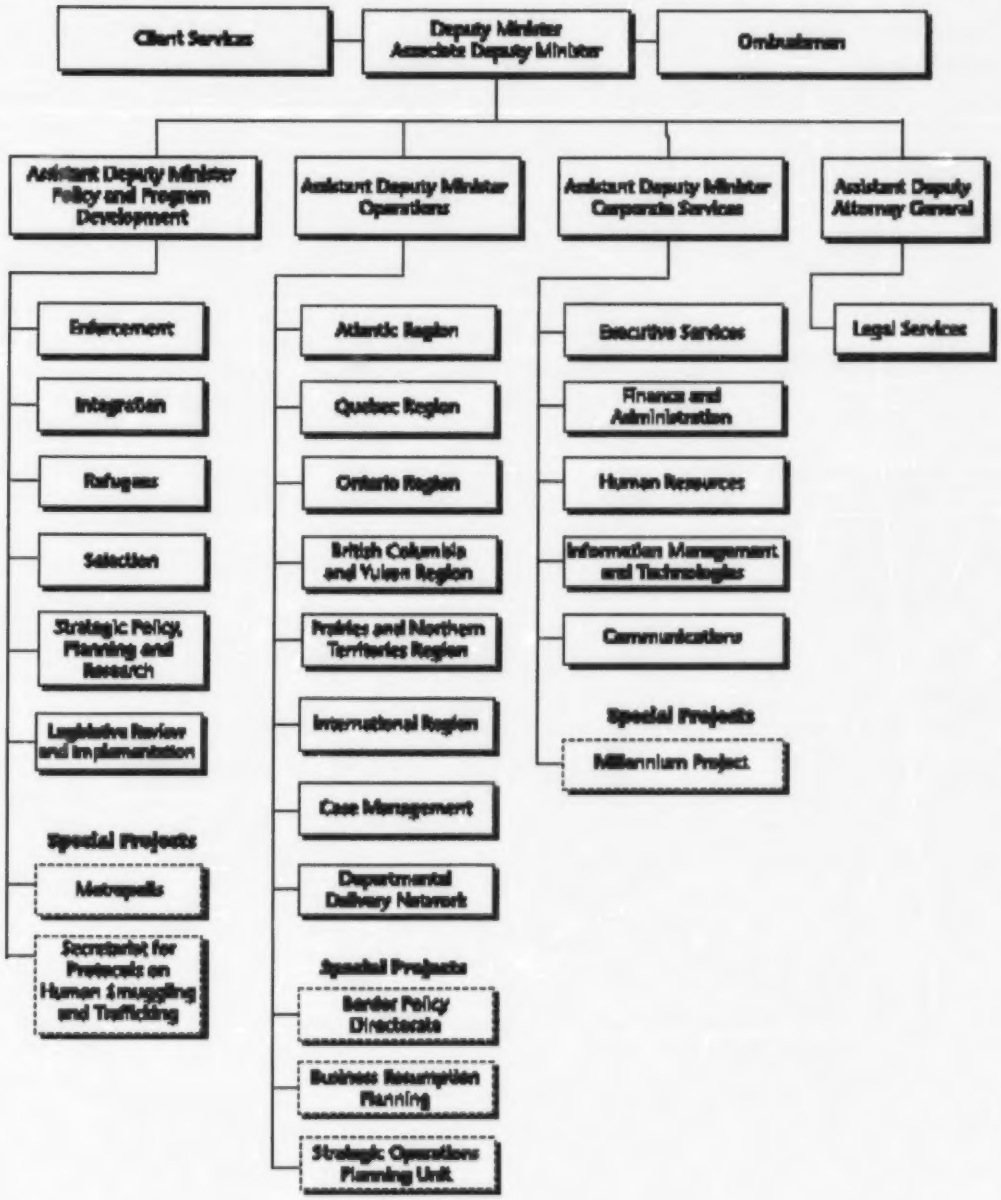
Departmental Organization

The Citizenship and Immigration program is structured along three sectoral areas (Policy and Program Development, Operations, and Corporate Services), each reporting directly to an assistant deputy minister. Each sector is responsible for the support and delivery of the following four results-oriented business lines:

- Maximizing Benefits of International Migration;
- Maintaining Canada's Humanitarian Tradition;
- Promoting the Integration of Newcomers; and
- Managing Access to Canada.

CIC's business lines operate on a continuum from the initial selection of immigrants, refugees or visitors at one end, to the granting of citizenship at the other.

Organizational Chart



Section VI: Supplementary Information

Departmental Web Site and Addresses

CIC's Internet site provides information for all users, ranging from practical advice for newcomers to Canada to research publications and reports.

Internet Site: http://www.cic.gc.ca

Elizabeth Tromp
Director General, Enforcement
Citizenship and Immigration Canada
Jean Edmonds Tower North
8th Floor, Section B
300 Slater Street
Ottawa, Ontario K1A 1L1
Telephone: (613) 954-6132
Fax: (613) 954-6765

Rosaline Frith
Director General, Integration
Citizenship and Immigration Canada
Jean Edmonds Tower North
5th Floor, Section D
300 Slater Street
Ottawa, Ontario K1A 1L1
Telephone: (613) 957-3257
Fax: (613) 952-0594

Gerry Van Kessel
Director General, Refugees
Citizenship and Immigration Canada
Jean Edmonds Tower South
17th Floor, Section D
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Telephone: (613) 957-5874
Fax: (613) 957-5869

Nick Oosterveen
A/Director General, Selection
Citizenship and Immigration Canada
Jean Edmonds Tower North
7th Floor, Section B
300 Slater Street
Ottawa, Ontario K1A 1L1
Telephone: (613) 941-8989
Fax: (613) 941-9323

Ann Ratcliffe
Director General, Strategic Policy, Planning and Research
Citizenship and Immigration Canada
Jean Edmonds Tower South
18th Floor, Section D
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Telephone: (613) 957-5956
Fax: (613) 957-5955

Claire Lavoie
Director General, Executive Services
Citizenship and Immigration Canada
Jean Edmonds Tower South
21st Floor, Section C
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Telephone: (613) 952-9004
Fax: (613) 952-5547

Lyse Ricard
Director General, Finance and Administration
Citizenship and Immigration Canada
Jean Edmonds Tower North
4th Floor, Section A
300 Slater Street
Ottawa, Ontario K1A 1L1
Telephone: (613) 954-4443
Fax: (613) 957-2775

Linda Landry
Director General, Human Resources
Citizenship and Immigration Canada
Jean Edmonds Tower South
12th Floor, Section D
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Telephone: (613) 941-7788
Fax: (613) 941-7798

Barbara Slater
Director General, Information Management and Technologies
Citizenship and Immigration Canada
Jean Edmonds Tower South
7th Floor, Section A
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Telephone: (613) 954-2700
Fax: (613) 954-6209

Gerry Maffre
Director General, Communications
Citizenship and Immigration Canada
Jean Edmonds Tower South
19th Floor, Section C
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Telephone: (613) 941-7077
Fax: (613) 941-7099

Tony Marshall
Director, Atlantic
Citizenship and Immigration Canada
1875 Brunswick Street
Halifax, Nova Scotia B3J 2G8
Telephone: (902) 426-1752
Fax: (920) 426-4241

Monique Leclair
Director General, Quebec
Citizenship and Immigration Canada
715 Peel Street, 3rd Floor, Suite 306
Montréal, Quebec H3C 4H6
Telephone: (514) 283-4900
Fax: (514) 496-3976

Irene Bader
Director General, Ontario
Citizenship and Immigration Canada
25 St. Clair Avenue East, 7th Floor
Toronto, Ontario M4T 1M2
Telephone: (416) 954-7800
Fax: (416) 954-7870

Robert Vineberg
Director, Prairies and Northern Territories
Citizenship and Immigration Canada
25 Forks Market Road, Room 400
Winnipeg, Manitoba R3C 4S9
Telephone: (204) 984-2013
Fax: (204) 983-2867

Michel Smith
Director General, British Columbia and Yukon
Citizenship and Immigration Canada
641-800 Burrard Street
Vancouver, British Columbia V6Z 2V8
Telephone: (604) 666-6301
Fax: (604) 666-3129

Daniel Jean
Director General, International Region
Citizenship and Immigration Canada
Jean Edmonds Tower South
16th Floor, Section A
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Telephone: (613) 957-5893
Fax: (613) 957-5802

Claudette Deschênes
Director General, Case Management
Citizenship and Immigration Canada
Jean Edmonds Tower North
6th Floor, Section B
300 Slater Street
Ottawa, Ontario K1A 1L1
Telephone: (613) 957-3941
Fax: (613) 941-6754

Joyce Cavanagh-Wood
Director General, Departmental Delivery Network
Citizenship and Immigration Canada
Jean Edmonds Tower South
14th Floor, Section A
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Telephone: (613) 941-8055
Fax: (613) 941-0061

Debra Normoyle
Executive Director, Secretariat for Protocols
on Human Smuggling and Trafficking
Citizenship and Immigration Canada
Jean Edmonds Tower North
8th Floor, Section A
300 Slater Street
Ottawa, Ontario K1A 1L1
Telephone: (613) 941-2400
Fax: (613) 954-4322

Meyer Burstein
Executive Director, Metropolis
Citizenship and Immigration Canada
Jean Edmonds Tower South
15th Floor, Section B
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Telephone: (613) 957-5971
Fax: (613) 957-5968

Claude Rocan
Director General, Legislative Review
and Implementation
Citizenship and Immigration Canada
Narono Building, 10th Floor
360 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Telephone: (613) 946-0570
Fax: (613) 946-0581

Legislation and Associated Regulations

Legislation and Associated Regulations Administered by the Minister of Citizenship and Immigration Canada

The Minister has sole responsibility to Parliament for the following acts and associated regulations:

Citizenship Act	R.S.C. 1985, c.C-29, as amended
Immigration Act	R.S.C., 1985, c.I-2, as amended
Citizenship Regulations, 1993	SOR/93-246, as amended
Immigration Act Fees Regulations	SOR/86-64, as amended
Immigration Regulations, 1978	SOR/78-172, as amended
Department of Citizenship and Immigration Act	S.C. 1994, c.31
Refugee Claimants Designated Class Regulations	SOR/90-40, as amended
Humanitarian Designated Classes Regulations	SOR 97-183, as amended
Convention Refugee Determination Division Rules	SOR/93-45
Adjudication Division Rules	SOR/93-47
Immigration Appeal Division Rules	SOR/93-46, as amended

List of Statutory Annual Reports and Other Departmental Reports

MANDATORY TABLING OF REPORTS IN PARLIAMENT

REPORT	REQUIRED TABLING DATE	AUTHORITY
Citizenship and Immigration – Access to Information and Privacy Annual Report	Within 3 months of the end of the financial year in respect of which it is made or, if the House is not then sitting, on any of the first 15 days after it has reconvened.	R.S.C. 1985, c.A-1, s.72(2) and R.S.C. 1985, c.P-21, s.72(2)
Immigration and Refugee Board – Access to Information and Privacy Annual Report	Within 3 months of the end of the financial year in respect of which it is made or, if the House is not then sitting, on any of the first 15 days after it has reconvened.	R.S.C. 1985, c.A-1, s.72(2) and R.S.C. 1985, c.P-21, s.72(2)
Citizenship and Immigration – Annual Immigration Plan	Each year, no later than November 1 or, if Parliament is not sitting, no later than 15 days after the House has resumed sitting.	R.S.C. 1985, c.1-2, s.7 as amended by S.C. 1992, c.49, s.3
Immigration and Refugee Board – Rules Made by the Chairperson	On any of the first 15 days on which the House is sitting after approval of the rules by the Governor in Council.	R.S.C. 1985, c.1-2, s.65(2), as amended by R.S.C. 1985 (4th Supp.) c.1, s.27
Loans to Immigrants – Annual Report	Within 6 months of the commencement of each fiscal year or, if Parliament is not then sitting, within the first 15 days after the House has reconvened	R.S.C. 1985, c.1-2, s.119(4), as amended by R.S.C. 1985 (4th Supp.) c.1, s.27
Minister's Permits – Annual Report	Within 30 days of the commencement of each fiscal year or, if Parliament is not then sitting, within the first 30 days after the House has reconvened.	R.S.C. 1985, c.1-2, s.37(7)
Report on Sustainable Development	Within two years of the coming into force of the December 15, 1995, amendments to the *Auditor General Act* and every three years thereafter. Last tabled: December 1997. Next tabling: no later than December 2000	S.C. 1995, c.43, s.24(1)

Index

A
Access to Information, 39, 40, 56
Access to Professions and Trades, 20
Advisory Council on International Students, 14
arrivals, 3, 8, 9, 12, 16, 32-37, 39

B
Bill C-16, 4, 10, 18, 43
Bill C-31, 4, 9, 10, 12, 18, 19, 24, 26, 33, 35, 38, 43

C
Case Processing Centre (CPC), 13, 30
children, 4, 6, 10, 16, 18, 24, 25, 31, 33
citizenship, 3-6, 8-11, 13, 14, 18, 27, 30
Citizenship Act, 10, 51, 56
Citizenship of Canada Act, 4, 10, 18, 43
client service, 4, 7, 8, 10, 17, 38
communications, 28, 37-39, 41, 42
contributions, 8, 29, 45, 47
Convention against Transnational Organized Crime, 4, 9, 33, 34
Convention refugees, 43, 48

D
Department of Foreign Affairs and International Trade (DFAIT), 9, 14, 25
Department of Justice (DOJ), 10, 14
Department of National Defence (DND), 9, 14, 36
dependants, 17, 18, 24

E
economic migrants, 25
economy, 4, 6, 10, 14, 19, 42, 43

F
family, 3, 5, 9, 14-18, 23, 24, 43
Financial Information Strategy (FIS), 39
foreign students, 3, 5, 14, 15, 20

G
Global Case Management System (GCMS), 10, 38
globalization, 6
Government On-Line, 38
government-wide priorities, 7
grants, 6, 8, 12, 19, 27, 29, 45, 46, 48

H
health and quality care, 6
Health Canada, 14, 18
Host Program, 29, 48
human resources, 14, 19, 37, 39, 46
Human Resources Development Canada (HRDC), 10, 14, 20, 21, 30
human smuggling, 33

I
Immigrant Loans Program, 47
Immigration Act, 5, 18, 32, 35, 43, 49, 51, 56
Immigration and Refugee Board (IRB), 5, 14, 22, 26, 57
Immigration and Refugee Protection Act, 4, 9, 10, 18, 24, 33, 41-43
immigration plan, 16, 18, 41, 57
integration, 3, 5, 7, 12, 14, 26-31, 46-48, 51, 61
International Organization for Migration (IOM), 9, 14, 25, 48
investors, 5, 15, 19

K
Kosovo, 6, 8, 9, 17, 22, 23, 27, 37

L
legislation, 7, 9, 10, 25, 33, 43, 51, 56
legislative reform, 8, 9, 33, 38

M
Maintaining Canada's Humanitarian Tradition, 7, 22, 47, 51, 61
Managing Access to Canada, 7, 31, 47, 51, 61
marine arrivals, 8, 9, 32-34, 36,37, 39
Maximizing Benefits of International Migration, 7, 15, 46, 47, 51, 61
migrant smuggling, 4, 9, 33

N
non-governmental organizations (NGO), 9, 10, 12, 14, 23-25, 61

O
organized crime, 9, 14, 33
Overseas Service Provider Pilot Project, 24

P
Parliament, 3, 4, 9, 10, 16, 41, 43, 45, 51, 56, 57, 61
partners, 3, 9, 10, 12, 13, 18, 20, 23-25, 34-36, 43, 61
people smuggling, 35, 36
permanent residents, 5, 6, 27, 30, 33, 34
Promoting the Integration of Newcomers, 7, 27, 47, 51, 61
provinces, 7, 10, 12, 14, 18, 19, 24, 27-29, 41, 48

Q
Quality assurance, 4, 10, 11, 30

R
Refugee Resettlement Program, 5, 22, 23
refugees, 3, 5, 7, 9, 14, 17, 22-26, 39, 43, 48, 49, 51, 61
Report on Plans and Priorities (RPP), 5, 8
resettlement, 5, 14, 22-24, 48
Resettlement Assistance Program (RAP), 24, 48
Right of Landing Fee (ROLF), 24, 43, 47

S
skilled workers, 3, 17, 19
Social Union Framework Agreement, 7
Solicitor General, 14, 34
students, 3, 5, 14, 15, 17, 20
sustainable development, 41, 42, 57

T
temporary workers, 3, 5, 15, 17, 21
territories, 10, 12, 14, 18, 19, 28, 29, 41, 62
transfer payments, 12, 48
Treasury Board Secretariat (TBS), 10

U
United Nations, 4
United Nations High Commissioner for Refugees (UNHCR), 3, 9, 14, 23-25
United States, 4, 25, 33-36
United States Department of State, 33
United States Immigration and Naturalization Service (USINS), 33
Urgent Protection Pilot Project, 23

V
visitors, 3, 5, 11, 15, 17, 20, 32, 51

W
war crimes, 14, 34

Annexes

Annex 1 – Chart of CIC's Clients and Stakeholders

Business Line	Objective	Clients/Stakeholders
Maximizing Benefits of International Migration	To derive maximum economic and social benefit for Canada from the global movement of people	• Individual Canadians reunited with their close relatives • Canadian employers, workers and professional organizations/interest groups • Canadian educational institutions • Other Canadian government departments and agencies • Provincial, territorial and municipal governments and agencies • The travel and tourism industry • Applicants for permanent and temporary admission to Canada • Non-governmental organizations or advocacy groups for specific types of applicants • Other countries and international organizations • Canadian suppliers of goods and services
Maintaining Canada's Humanitarian Tradition	To protect refugees and people in need of humanitarian assistance	• Refugees and others in need of humanitarian assistance • Other Canadian government departments and agencies • Non-governmental organizations • The international community
Promoting the Integration of Newcomers	To define membership in Canadian society, enhance the role of Canadian citizenship and support the settlement, adaptation and integration of newcomers	• Newcomers to Canada • National and international organizations and settlement service providers • Private sector partners • Provincial and municipal governments and agencies • Other Canadian government departments and agencies • General public
Managing Access to Canada	To preserve the integrity of Canada's citizenship, immigration and refugee programs and protect the health and safety of Canadians and the security of Canada	• Domestic and international partners working in cooperation against crime and terrorism • Private sector partners • Other Canadian government departments and agencies
Providing Corporate Services	To promote organizational effectiveness and support the Department in adapting to its changing environment through the management of resources, information and partnerships	• Members of Parliament, the Canadian public and the media • Provincial and municipal governments • Scholars and academic researchers • Ministers, other government departments and agencies, including central agencies • Clients and stakeholders of the other business lines

Annex 2 – Table of Federal-Provincial/Territorial Agreements

PROVINCE/TERRITORY	STATUS			
	Framework Agreement	**Provincial Nominees**	**Settlement Realignment**	**Other**
Newfoundland		Agreement signed September 1, 1999		Letter of Agreement signed in 1979
Prince Edward Island				Letter of Agreement signed in 1978
Nova Scotia				Letter of Agreement signed in 1978
New Brunswick		Agreement signed February 22, 1999		Letter of Agreement signed in 1978
Quebec	Canada-Quebec Accord concluded in 1991	N/A	N/A	
Ontario				
Manitoba	Agreement signed in 1996	Agreement signed in June 1998	Annex signed in June 1998; services transferred on January 1, 1999	
Saskatchewan	Agreement signed in March 1998	Agreement signed in March 1998		
Alberta				
British Columbia	Agreement signed in May 1998	Agreement signed in May 1998	Settlement services were transferred on January 1, 1999	
Yukon	Negotiations under way	Negotiations under way	Negotiations under way	
Nunavut				
Northwest Territories				